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UNION SQUARE NEIGHBORHOOD PLAN

PUBLIC REVIEW DRAFT
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The City would like to acknowledge the generous financial assistance provided by Union Square Station Associates (US2) toward the development of this plan.

The City would like to Union Square Partners, LLC for the use of the former Union Square Post Office as the headquarters for SomervillebyDesign during the planning process.

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Table of Contents

UNION SQUARE, THE NEIGHBORHOOD 08
Union Square in the Region
Union Square in History

PLANNING FOR THE FUTURE 14
The Somerville by Design Story
Union Square Resurgence
Public Process: the Union Square Method

A FUTURE FOR UNION SQUARE 28
Plan Highlights
Big Ideas
What does the Future Hold?

IN THE NEIGHBORHOOD 48
1. Resilient Local Economy
2. Managing a Changing Neighborhood
3. Diverse Lifelong Communities
4. Streets as Public Space
5. Human Scale Development
6. Inter-modal Hub
7. Remarkable Streets
8. A Mobility Revolution

WHAT DOES THE FUTURE HOLD? 57
Fabrication Zone
Somerville Avenue
The Square
Washington Street
McGrath Boulevard
Prospect Street
Boynton Yards
Grand Junction

PROSPERITY & FISCAL IMPACTS 84

FROM IDEAS TO BOOTS ON THE GROUND 88
Accomplishments to Date
A Summary of What We'll Do

APPENDICES 94
Fiscal Impact Report
Visual Preference Survey Results

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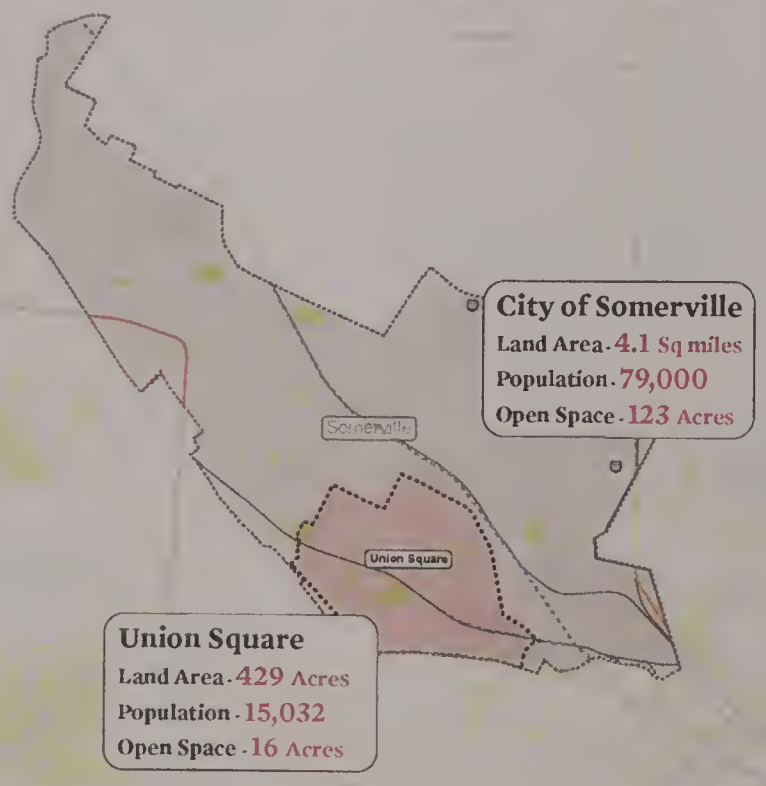
WELCOME TO
UNION SQUARE

UNION SQUARE IN THE REGION

"Out of the Shadow of Boston and Cambridge" — New York Times

Union Square is approximately 2.5 miles northwest of downtown Boston. The neighborhood is located at the southern end the City of Somerville, abutting the City of Cambridge to the south and west. Located at the foot of Prospect Hill, Union Square has historically been a center of commerce, rail, manufacturing, and industry.

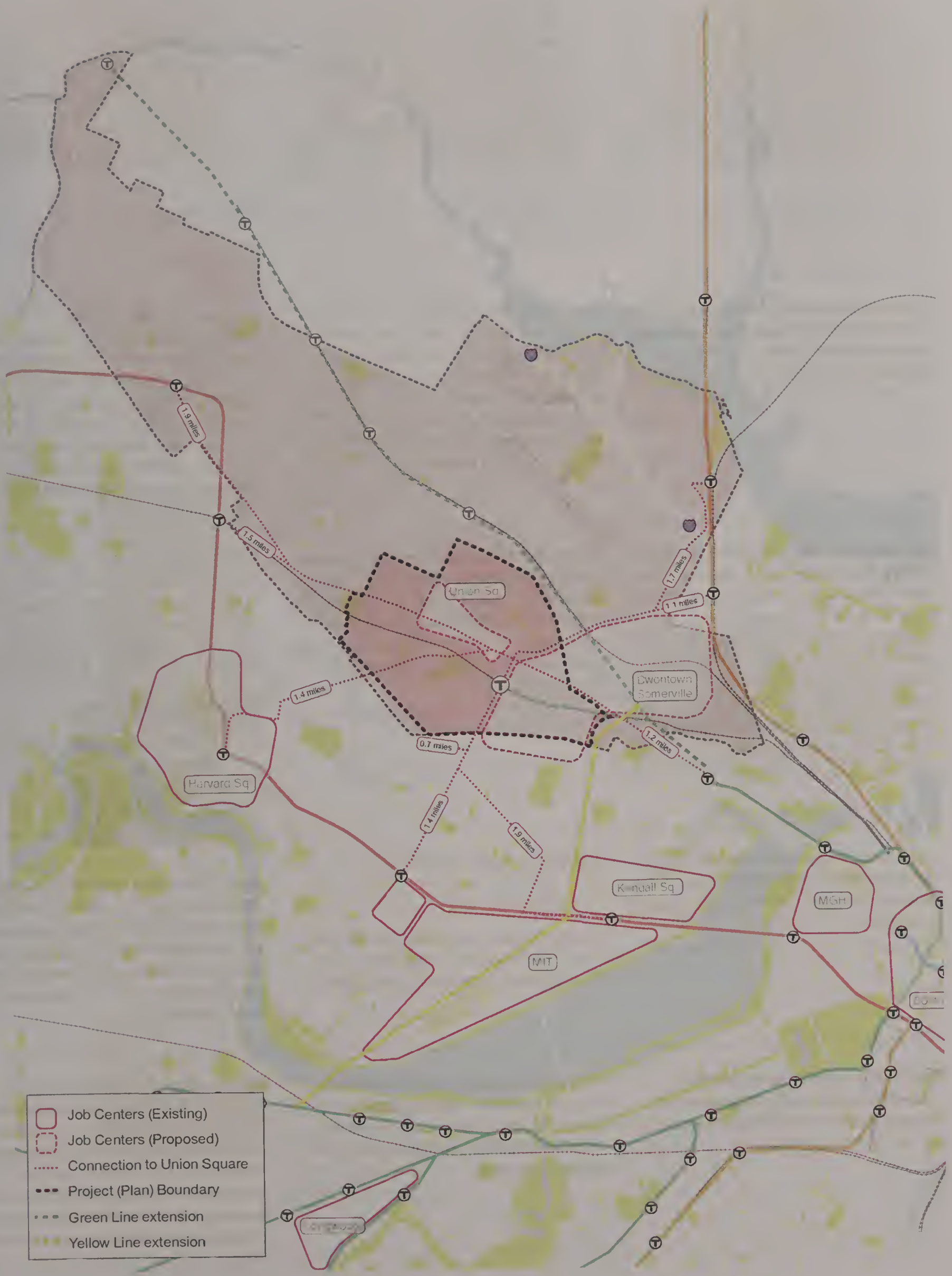
Union Square is closer to Downtown Boston than the regional job centers outside of Boston's core, including Longwood Medical area and Harvard Square. Yet Union Square is not currently considered a strong regional center because of the lack of good public transit connections. Perhaps as a result of this relative isolation, the neighborhood has emerged as one of the region's most interesting cultural destinations. This presents a planning challenge.

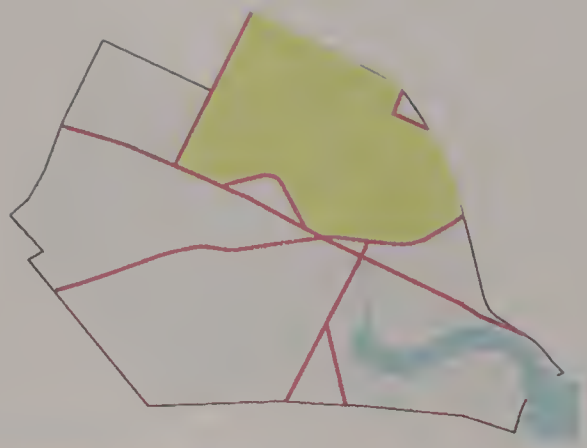


While there are various opportunities to redevelop areas surrounding the new Green Line station and position Union Square as a destination for significant commercial development, it must be done in a way that is reflective and supportive of the existing vibrant community.

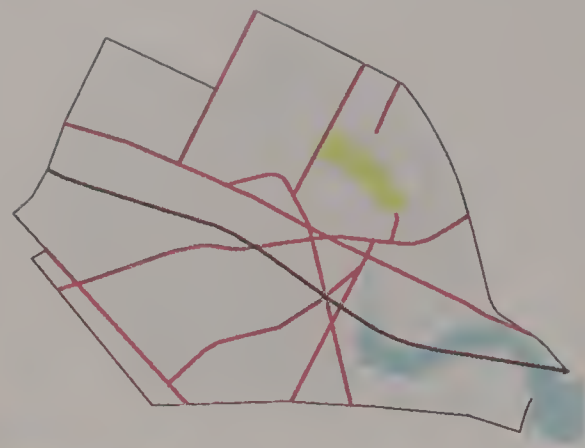
As one of the few transformational areas in Somerville, Boynton Yards and the southern edges of Union Square offer unique opportunities for larger scale redevelopment. Building from the local and truly authentic character throughout the neighborhood, the city can create an employment center that takes advantage of the close proximity to Downtown Boston, Harvard, and MIT, and in the process, bring strength to the existing mixed-use neighborhood. Union Square offers XXX acres of transformational land development potential within a 10-minute walk of the new Green Line station. In order for it to be a success, the aspects of Union Square that make it special today must be protected.

With the Green Line stations in Union Square moving toward reality, the community has already begun to think about where other transit opportunities exist. Inter-urban connections, such as installing passenger rail on the existing Grand Junction Line (or the "Yellow Line"), have intrigued transit planners and would provide additional benefits for Union Square by connecting the neighborhood directly to Kendall Square, MIT, Boston University, and the neighborhoods surrounding these institutions. Extending the Green Line from Union Square to Porter Square would further connect the MBTA system and provide easier access to points in Cambridge and beyond.


1.9 miles
1.5 miles
Union Sq
1.7 miles
1.1 miles
1.4 miles
Harvard Sq
0.7 miles
1.2 miles
Downtown Somerville
1.4 miles
1.9 miles
Kendall Sq
MGH
MIT
Job Centers (Existing)
Job Centers (Proposed)
Connection to Union Square
Project (Plan) Boundary
Green Line extension
Yellow Line extension



PRIOR TO 1800



1800 - 1849

1850 - 1899

NEIGHBORHOODS

Somerville was settled in 1629 as part of Charlestown. Prospect Hill was used as a major citadel after the Battle of Bunker Hill in 1775.

Population 1842 - 1,013
Prospect & Spring Hills develop as suburbs with the most new housing along Washington, Medford Street & Highland Avenue. Duck Village developed as workers cottages for those employees by the Bleachery and American Tube Works.

Population 1850 - 61,634
Union Square developed further as the business hub. When the Wyatt Brickyard closed circa 1880s, 3-deckers and other workers housing filled in the low lying land with an area set aside for Lincoln Park. Saint Joseph's, the first Catholic Church was constructed in 1874 serving the Irish population.

TRANSPORTATION

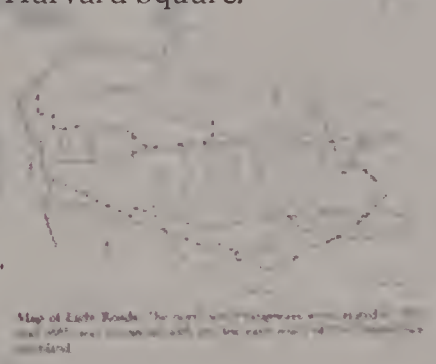
The Millers and Mystic River served to move goods and people to Boston from near Union Square a. The major roads were Milk Row (Somerville Ave), the Road to Newtowne (Washington Street) and the Road to Mystick (Broadway). Rangeways (north-south tracks) were built approximately every ¼ mile through the farms. These were Walnut, School and Central Streets.

Somerville Avenue is extended to Porter Square and Bridge Street (Route 28) to connect to Boston. The Fitchburg line was constructed to Fresh Pond with a commuter stoop at Kent Street. A horse railroad carried passengers into Harvard Square.

Commuting grew exponentially bringing commuters into Boston and Cambridge on the horse cars and street cars. Professionals and tradesmen use their own transportation stemming the construction of barns & carriage houses.

ASSETS

Beyond the layout of the streets and the slope of Prospect Hill, there is little remaining of the 17th century Somerville.



The home of the Vinal Family and store houses the Mid-nite Convenient Store. The Milk Row Cemetery is established.

Most of the city's built environment reflect the time from 1850-1900. The Stone Building, Eberle Building, and part of the Hill Building still exist today. The Drouet Block, the Bennett Block and the Richmond Block also serve as local landmarks.

INDUSTRY

Somerville was primarily farmland. Attendant trades such as coopers, rope-makers, blacksmiths and potters among others found City-wide.

Farming was still the major business for most residents. The Somerville Bleachery, Dye Works, Osgood Dane's, Allen Rope and Wyatt Brickyard were major businesses

Brick-making continued as a major industry after the Great Boston Fire in 1872. Meat packing and slaughter houses were located along the Millers River. The Union Glass Company specialized in flint and art glass. The American Tube Works began with a proprietary process for seamless copper tubing.

1900 - 1949

1950 - 1999

2000 - THE PRESENT

Infill housing continues as the population increases. Single family houses begin to be subdivided during the Depression to make ends meet. This practice continues through World War II to accommodate the need for additional housing during a time of austerity. Automotive businesses thrive along the major corridors.

The private use of the automobile explodes. The Northern Artery is constructed, allowing for further connections to Boston. The streetcar system began to be dismantled in the 1920s and continued through the 1960s. Buses replace them.

After World War II, the GI Bill offered incentives of home-ownership, cars and schooling to the recently returned GIs which spurred an exodus to the suburbs. The neighborhood character suffered.
Rent control ends in Cambridge, people seek out cheaper housing in Somerville. The built form of the neighborhoods goes relatively unchanged.

The state agrees to a legally binding resolution to extend the Green line to Somerville to offset the burdens of traffic and pollution associated with the Big Dig project.

Somerville named one of the Best Places to Live by Boston Magazine. After rezoning in 2009, some redevelopment of mixed use buildings begins on vacant and auto oriented parcels.

The federal government commits a $996 million federal grant to extend the green line from Lechmere station.

The Prospect Hill Observatory and Park are completed in 1903. The Star Theater, Strand and Union Square Olympia Theater open. The Cities Service Refining Co. Fuel Station shows how architecture was used to brand their product.

The first of many, the former Somerville Police Headquarters (66-70 Union Square) is repurposed into a mixed use building.

Somerville Open Studios becomes one of the largest open studios events in the nation. The Union Square Farmers Market begins and starts a Saturday morning tradition.

Ames Envelope moves to Somerville. The American Tube Works constructs new buildings before closing in the late 1930s. The Bleachery also closes in 1937. The slaughter houses continue to be a major industry.

When the Ford Motor Assembly Plant in Assembly Square closed in 1958, portions of its workforce turned to Union Square to open automotive niche businesses, including salvage and auto repair and resale.

Millbrook Cold Storage, the last of the slaughterhouse industries closes. A new owner redevelops it into 100 units of housing.

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COMMUNITY DRIVEN PLANNING

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THE SOMERVILLE BY DESIGN STORY

From SomerVision to Neighborhood Plans

SOMERVISION

In 2012, Somerville adopted SomerVision, the City's first comprehensive plan. SomerVision sets out a vision to make Somerville an even more exceptional place to live, work, play, and raise a family. SomerVision is an easy to use guide for future growth and development in the City. The plan establishes shared values, creates measurable goals for job creation, open space, housing development, and transportation, and illustrates the areas of the city to conserve, enhance, and transform. SomerVision is a plan for neighborhood protection and a plan for growth. The plan is focused on creating significant new job opportunities and meeting our portion of the regional need for new housing while conserving our traditional neighborhoods of two and three-family housing.

The SomerVision plan was developed by a 60-member steering committee and supported by the staff of the Mayor's Office of Strategic Planning and Community Development. The steering committee organized the SomerVision goals according to the following themes: neighborhoods; commercial corridors, squares, and growth districts; resources; transportation and infrastructure; and housing. The plan identifies policies and actions to help the community reach these goals.

SomerVision also includes an implementation plan, which identified six priorities: station area planning, quality of life strategies, housing activities, sustainability programs, infrastructure and transportation improvements, and a zoning code overhaul.

OSPCD, in collaboration with other departments, is working on implementing the actions and policies of SomerVision to reach the stated goals.

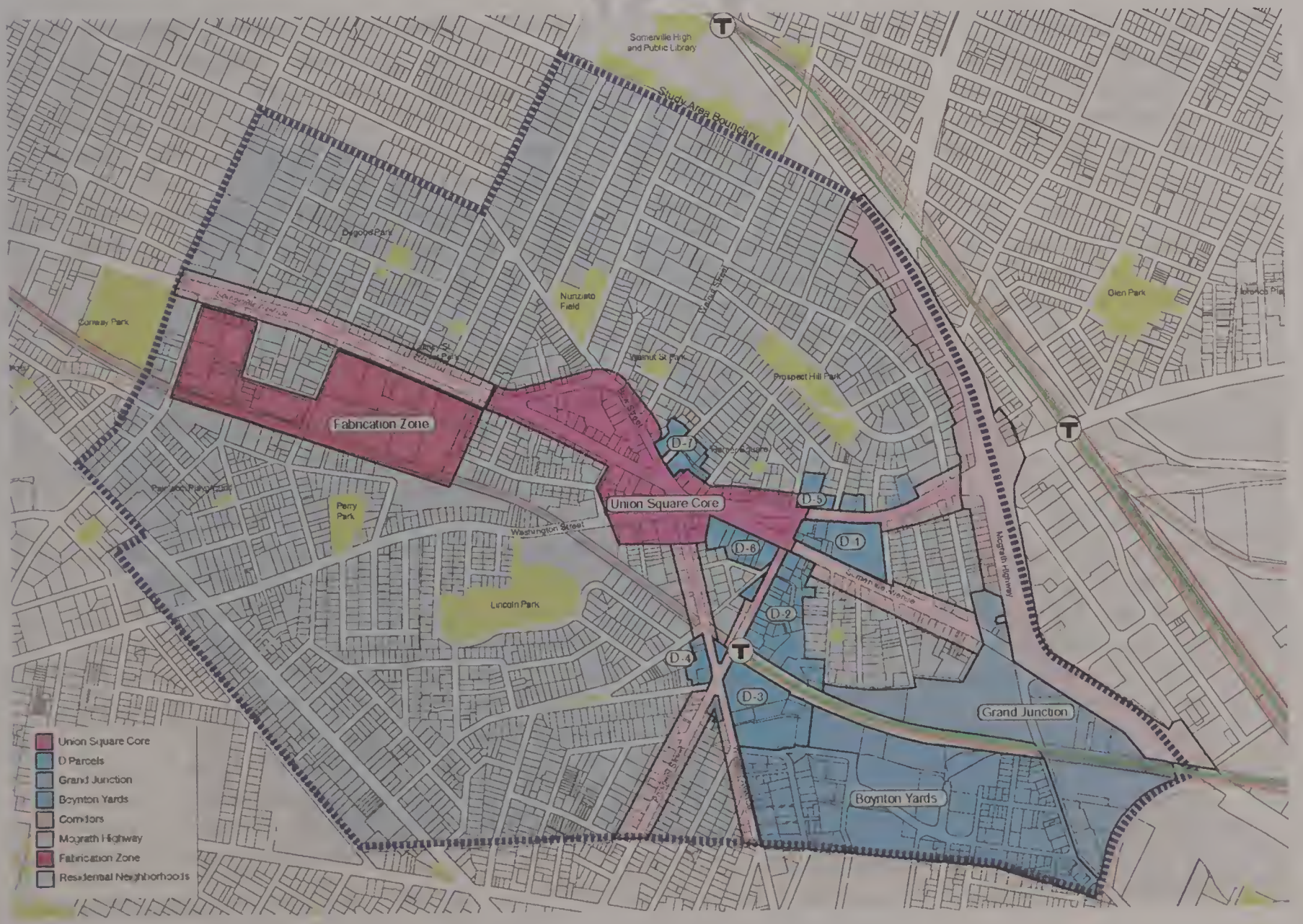
STATION AREA & NEIGHBORHOOD PLANNING

SomerVision calls for design-based area plans for each neighborhood, station area, and commercial corridor across the city. These plans focus at a level of detail that is not possible in a city-wide plan. They also help inform the city-wide zoning overhaul. Somerville's neighborhood planning efforts are unique in the way they engage the community. They are built upon a collaborative process in which community participants, city staff, and consultants work together to identify and prioritize policies and development strategies. In the past, planning has too often relied on a model of "decide, announce, and defend," where consultants decide about the future of a community, present it in a meeting to the public

and seek to defend their position. The Somerville by Design process flips traditional planning on its head, with a focus on "outreach, dialogue, decide, and implement." The process involves interactive meetings and quick feedback loops; ideas and plans are constantly refined to reflect community input.

OSPCD has published plans for the Lowell Street Station Area, Gilman Square, and Inner Belt/ Brickbottom. Planning for Winter Hill, East Somerville, and Davis Square remains in progress.

Within the plan are area are a number of sub-areas, each with their own set of opporuntities and challenges. See the "What Does the Future Hold?" section this plan on page XXX) for specific recommendations for each area identified below.



UNION SQUARE RESURGENCE

Resurgence (noun): A rising again into new life, activity, or prominence.

Union Square has a long and complicated relationship between transportation, economy, and quality of life. After a tumultuous 300 years marked by periods of investment and then disinvestment, the City is about to experience what might be characterized as the third significant shift in how people move with the arrival of Green Line service. This major infrastructure investment is drawing broad attention as people try to understand, prepare for, and steer change in a way that will have the greatest positive impact on Union Square's people, business community, and landscape.

SYSTEM EXPANSION

Residents and city leaders in Somerville understand the opportunity that the new Green Line stations can provide in terms of economic vitality, quality of life, and community building. As a result, the City initiated a series of intensive station area plans that have already directly informed zoning, transportation funding priorities, and other policy actions that will help shift the community's vision to reality.

Environmental justice remains at the heart of the Green Line Extension project but, for many Somerville residents, the most relevant benefits of the Green Line Extension will include basic quality of life improvements: expanded travel options for work or pleasure, new public space, and an increased availability of good, services, and employment options.

PREPARING FOR TRANSIT

In 2012 the City completed a Revitalization Plan for Union Square. The Revitalization Plan was developed to encourage orderly development of the areas around the Union Square Green Line Station. Within the plan area, the City identified seven parcels for acquisition and disposition that would likely require land assembly for development that would yield jobs and new housing. With neighborhood planning and zoning efforts going back over fifteen years, the Revitalization Plan was designed to address three significant shortcomings in those initial efforts.

First, it permitted the MBTA to advance construction planning for Union Square station without the need to maintain adjacent heavy industrial activities that would be contradict a pedestrian-friendly station design. Second, it permitted the assembly of parcels to create an economies of scale that would allow development near the station to happen so that the community could fully capture the value that new transit service brings to the neighborhood. Third, it allowed the redevelopment authority to identify a capable development partner that could guide development on the key parcels identified in the plan.

In June of 2014, after an extensive public outreach and interview process, the Somerville Redevelopment Authority (SRA) selected Union Square Station Associates (US2) as the designated Master Developer for the seven redevelopment parcels identified in the 2012 Union Square Revitalization Plan. A Master Developer is a private real estate entity that has the responsibility of leading the coordinated development of these parcels consistent with the community's long-term vision for the neighborhood. This entity will work with existing property owners to develop feasible redevelopment projects, finance projects, recruit commercial and retail tenants that can positively contribute to the community, and develop themselves or partner to develop the redevelopment parcels in a fashion that is consistent with the master plan.

The designation of US2 was made through a selection process that began in January 2013 with the issuance of a request for qualifications and included more of a year worth of due diligence by City Staff and volunteer members of the Community Advisory Committee organized by the Mayor's Office. The selection of a Master Developer was also informed by the shared consensus to bring rail transit to Union Square that emerged during the 2009 rezoning process for Union Square and again in 2009 to 2012 through the the citywide creation of SomerVision. US2 began work on implementing the redevelopment plan immediately upon selection. The first of these tasks was to support the City on the creation of this Neighborhood Plan beginning in December of 2014. US2 is also participating with the City on the ongoing planning with the MBTA for the Green Line Station as well as required utility upgrades throughout the center of Union Square. Upon completion of the Neighborhood Plan, US2 will begin a public process for creating their development plan for the seven redevelopment parcels. Parcel D2, currently owned by the Somerville Redevelopment Authority, will be the first disposition parcel to see development.

This Neighborhood Plan sets out a path forward for how these new transportation upgrades can spin off positive economic and quality of life benefits for residents. While this conversation has taken time and involved a complex and diverse set of voices, the outcome is a vision for a future that reflects the hopes of the collective neighborhood. The following pages contain the ideas and strategies for how the neighborhood will take advantage of the opportunity created by the Green Line extension.

PUBLIC PROCESS
THE UNION SQUARE METHOD

Residents have tough conversations about real change coming to the neighborhood.

The Union Square Neighborhood Plan is based on an incredibly complex public process. With major construction for the Union Square T station of the Green Line extension slated for 2017, and development of D Parcels adjacent to the site interested in following suit, community memebrs are feeling the pressure of big changes.

Residents and business owners understand that a neighborhood plan for Union Square is a necessary tool to identify real opportunities and concerns related to the impending arrival of the Green Line. Change in Union Square will happen with, or without, this plan. Even without new transit service, regional housing needs will continue to grow and employers will need to make decisions about where in the region to locate. This plan articulates a community driven vision for the development of a new employment center, harnesses transit to improve quality of life and reduce cost of living, addresses significant infrastructure needs, expands the diveristy and availablility of housing, and takes proactive steps to improve access to public space.

The neighborhood planning process for Union Square began in December 2014. In addition to constant coordination between the City, the consultant team, a resident-led Community Advisory Committee, and US2, the City has held numerous community meetings as well as a three-day design charrette. Each of these points of community engagement has transferred information and ideas to the public in exchange for critical feedback provided to the design team, all of which has helped to steer and inform the outcomes presented in this plan document.

CROWDSOURCING

The kickoff "crowdsourcing" event was held in December 2014. Over 150 residents of Union Square attended the launch, a crowdsourcing event intended to help promote the public process and enlist the community in marketing the project.

VISIONING MEETINGS

The City held two identical visioning meetings in January 2015. More than 60 community stakeholders gathered at the old Post Office building on January 7th to share their vision for Union Square's future; an additional 80 community stakeholders braved the cold and snow to join us on January 31st.

Both visioning meetings began with a brief overview of the City-led Union Square neighborhood planning process, and how it relates to the work of US2. The presentation also shared preliminary results from the "What is Important to Me" Survey that was handed out at the December 17th Crowdsourcing event. This 5-minute survey helped the design team understand the different needs and priorities in the neighborhood. The presentation was followed by a series of group exercises. Working over maps of the study area, participants discussed complex topics related to open space, jobs, affordable housing, and transportation. Groups identified possible locations for plazas and parks, new pedestrian or bike connections, opportunities for new development, and priorities for preservation.

A second group activity was a photo preference survey. Each table was provided with a stack of images showing various street scenes and urban environments. Participants were asked to comment on what they liked or didn't like about the images, and whether each scene was compatible with their idea of a future Union Square.

The US2 team provided a presentation on the D2 and D3 parcels, which represent a key gateway to the new Union Square Green Line station. A third small group activity asked participants to mark up a high-resolution map of the D2 and D3 blocks and share their vision for this critical connection.

To make sure the session was accessible for residents with different linguistic backgrounds, city staff and consultants, with the help of engagement specialists from the City's "SomerViva" program, ran the entire January 31st vision meeting in five languages simultaneously: English, Spanish, Portuguese, Nepali, and Haitian Creole. Video footage for each of those groups was also filmed.

COMMUNITY OUTREACH

Between the SomervillebyDesign public meetings, the consultant teams and city staff met with stakeholders and community organizations individually and in small groups. Through those meetings, the team learned more about the concerns expressed at the vision meetings.

DESIGN CHARRETTE

Hundreds of residents and business owners from Union Square filtered through the 3-day charrette that took place in March. While the design team drew plans, the community held meetings on different topics, including job creation, change management and gentrification, public space, arts and culture, housing diversity and affordability, community benefits, and transportation. City staff, consultants and numerous stakeholder groups met to discuss their visions and their concerns. Those groups included entrepreneurs and artists, property owners, and small business owners. A pin-up was held on the final evening of the charrette. This work-in-progress report-out featured an astonishing number of ideas and the community provided the design team with critical feedback that has helped to shape the conversation and the outcomes of the plan.

PLAN OPEN HOUSES

In May, over 120 residents of Union Square attended the Plan Open House to see the latest plans in progress for Boynton Yards and neighborhood-wide public space enhancements.

Capitalizing on the spring weather, the community previewed the plans in the Post Office parking lot, while enjoying live music, food from local food trucks, and a bike maintenance workshop. This informal gathering was followed by a short presentation that introduced two potential scenarios for the future of Boynton Yards. The first scenario created a new neighborhood with a mix of commercial and residential development, shared streets, and quality open spaces, including a central plaza. This scenario showed building heights that reflected the expectations of the Boynton Yards zoning created in 2009. The second scenario incorporated a much larger public common while increasing building heights to maintain the same overall square footage of development.

At the second open house in June 2015, the presentation also introduced a first draft of "development objectives" for each of the seven "D-parcels" from the revitalization plan, to address transferred information and ideas to the public in exchange for critical feedback provided to the design team, all of which has helped to steer and inform the outcomes presented in this plan document.

Finally, a series of detailed public realm plans were presented, including plans for the Square, Bow Street, and other major intersections throughout the neighborhood, many of which are being reconceived to provide additional opportunities for public space. Following each presentation, a question and answer session was held for over an hour, touching on topics related to housing, jobs, open space, transportation, the public benefits agreement, and more. The tone of the meeting was positive and the feedback was received through yet another point of interaction between the Somerville by Design team and the community.

STRIKING A BALANCE

Throughout the Somerville by Design process for Union Square, there has been a careful balancing of development realities with the desires of the community. This tension was palpable during many phases of the neighborhood planning as all involved parties worked together to address various development issues. At this point in the process, an incredible amount of work has been done to build consensus around a plan for the development parcels that honors the needs and hopes of residents while making it economically feasible for US2 and others to make investments in the neighborhood.

WHAT DOES THE FUTURE HOLD?

FOR UNION SQUARE

Photo by Leonardo March courtesy of Union Square Main Streets

PLAN HIGHLIGHTS

This Plan =

3,200,000+ SF of **New Commercial** (office, retail, lab, hotel)
2,100,000+ SF of **New Residential**

hitting the SomerVision target of
60% commercial and 40% housing growth
in Union Square.

60%
new
commercial
growth

40%
new
residential
growth

2,800,000+ SF of New Office Space
300,000+ SF of New Retail Space
250,000+ SF of New Arts & Creative Space
30,000+ SF of New Civic Space

10,000+
New Jobs

**Over 2,500 new residential Units,
more than 500 of which are
AFFORDABLE.**

16 acres of existing Public Space

12+ Acres

of New Public Space

A 75% Increase

BIG IDEAS

1. Resilient Local Economy

We believe that Union Square is powered by a diverse, local economy. As the city continues to evolve, the neighborhood must remain a unique place that embraces the entrepreneurs, artists, and other creative enterprises who have contributed to Somerville's economy for decades. New development must contribute to the economy by creating space not currently found in the Union Square market, repositioning Union Square as a regional employment center and providing commercial tax base for the City. The Union Square economy must remain resilient and flexible so that it can adapt to changing needs and continue to provide for the people living and working in the neighborhood. **See Page XXX for more on the Resilient Local Economy.**

2. Managing a Changing Neighborhood

We believe that Union Square is, at its core, a home for a diverse mix of people and businesses. To achieve development without displacement, Union Square can and should become a national leader in redirecting the negative impacts associated with gentrification into positive change for the neighbrhood. With unprecedented growth of both residential and commercial prices affecting both ownership or rentals over the past decade, the City must play a role in retaining diversity and helping residents and businesses find desirable and affordable opportunities within the neighborhood. A greater diversity of unit types, sizes, and price points are needed so that people of all ages, ethnicities, and socio-economic means can find a place to live that fits their particular household arrangement, in the right locations, and in a quantity that relieves pressure within the market. **See Page XXX for more on Managing a Changing Neighborhood.**

3. Lifelong Communities

We believe that Somerville is a desirable place to live. It's no longer the place where everyone 'used to live' but a place that people want to live and stay, a message that is especially strong in Union Square. This is because people appreciate the rich diversity of Union Square's cultural heritage, socioeconomics, and ethnic businesses. Residents have gravitated to Union Square without a deserving open space and public realm honoring this spirit. Lifelong communities are places that accommodate children, adolescents, young adults, adults, mature adults, and aging adults equally. **See Page XXX for more on Lifelong Communities.**

4. A Dynamic Public Realm

We believe that Union Square can be a national leader in building streets that prioritize people. People interact with the streets on a daily basis in a multitude of ways: pedestrians walking down the sidewalk, cyclists, and skateboarders using the street, a senior relaxing on a bench, families waiting in line at a café, and commuters waiting for the bus. Thinking of streets as public space helps shift the priority from cars to people and, in turn, to more enjoyable public life. **See Page XXX for more on A Dynamic Public Realm.**

5. The Human Scale

We believe that Union Square is and should remain a place that is built at a human scale. Like most historic neighborhoods, Union Square developed over time and in a form that understands and responds to basic human physical and sensory dimensions. New development must be built incrementally in a manner that reflects the existing form and patterns of Union Square's built character in a sensitive fashion. **See Page XXX for more on The Human Scale.**

6. Connecting the Neighborhood

We believe that as an emerging regional job center, Union Square must emerge as a leading transit hub. With the opening of the Green Line station, Union Square will provide unparalleled access to Somerville and the entire Boston metro region. Expansion of the Green Line to Porter, the development of the Grand Junction rail corridor into a new Yellow Line, and improved bus service will all help reposition Union Square as a transit center within the region. Union Square and Somerville must also take a national lead on positioning bicycling as a central piece of the regional transit system. As a first step, creating a complete network of protected bike facilities with connections into the regional system of multi-use paths will advance the idea of a truly integrated transportation system. **See Page XXX for more on Connecting the Neighborhood.**

7. Remarkable Streets

We believe that remarkable streets must be the default setting in Union Square. Streets must be safe, comfortable, interesting, and useful. Remarkable streets must also be defined by buildings and civic spaces as a system of outdoor rooms and corridors. Priority should be given to improving the walking and biking experience, especially along key routes. Streets in the neighborhood must also provide balanced access for all types of users and age groups. Union Square should serve as the starting point in the City's systematic redesign and performance measurement of streets as an essential ingredient to improving public life. **See Page XXX for more on Remarkable Streets.**

8. Mobility Revolution

We believe that Union Square is a national leader in rethinking how people move through space. The underlying premise is that people and not cars are the priority of the neighborhood. To fully make this transition from thought to action, mobility decisions, including trip generation, mode share, and parking requirements must stop relying on outdated and suburban-based models and instead understand that cities are places where people can and will walk, bike, and take transit, when given great options to do so. **See Page XXX for more on Mobility Revolution.**

1

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RESILIENT LOCAL ECONOMY

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PHOTO PENDING FOR FINAL DRAFT

Cultivate a Regional Employment Center

DEVELOP AN INNOVATION ECOSYSTEM

The term "innovation district" has almost become cliché in the Boston Metro area. Union Square, however, is uniquely positioned both geographically and historically to capitalize on the success now spilling over from other innovation areas: Kendall Square in Cambridge and the Seaport District in Boston. The Brookings Institution describes the economic activity of Kendall Square as the Anchor+ model of an innovation district, where large scale mixed-use development is centered around major anchor institutions and a rich base of related firms, entrepreneurs, and spin-off companies. An innovation ecosystem is then created when a synergistic relationship develops between people, firms, and place that facilitates idea generation and accelerates commercialization with a focus on basic science, applied research, and business expansion. On a smaller scale, Union Square has seen similar results with like-minded companies such as Greentown Labs, Artisans Asylum, Brooklyn Boulders, and Aeronaut Brewery clustering together to form a community of innovation.

Anchor institutions typically exist in the education or healthcare fields (often called Eds & Meds), but can also be non-profit cultural institutions, locally-focused philanthropies, libraries, or even large for-profit corporations that tend not to move locations and instead reinvest their economic power, combined with their human and intellectual resources, in very intentional ways to improve conditions in the communities where they are located. Large companies, universities, and other anchor institutions help spread the fixed costs of research and development and provide the institutional heft necessary to support a fledgling innovation economy.

With Kendall Square just over a mile away, Union Square has the unique opportunity to function as a satellite district where a new anchor institution could cluster and connect with the existing start-ups, business incubators, and entrepreneurs to add fuel to Somerville's own innovation ecosystem where ideas and knowledge can be transferred more quickly and seamlessly between institutions, firms, and workers.

- Actively pursue and incentive at least one Anchor Institution to locate in Union Square/Boynton Yards.
- Convene an annual Innovation Symposium with leaders from local universities, industry, and government focused on the local economy of Union Square and the broader Innovation Economy of Somerville as a whole.
- Support the development of place based infrastructure (energy, utilities, broadband, transportation options, etc.)

SUPPORT AND DEVELOP MID-SIZE COMPANIES

Having at least one major employer in Union Square is important for establishing a daytime population of workers sooner rather than later, but a local economy supported primarily by one large employer is susceptible to the financial realities of corporate decision making and a headquarters that is often out-of-town or even out-of-state. The best way to avoid an economic dependence on decision makers located outside the community is to diversify local employment options - but how? MIT economist David Burch

has proposed the theory that Stage 2 businesses, those with between 10 and 100 employees and an annual revenue of at least $1 million, create the most favorable climate for job creation. Stage 2 companies only make up about 10 percent of the businesses in the United States, but they create over thirty-five percent of new jobs. Although attracting a big employer with a large number of jobs to Union Square would be beneficial to Somerville in general, the best way to grow the local economy and create new office and research & development job opportunities for residents may be by focusing resources toward the growth and development of mid-sized businesses.

Locally, promising Stage 2 companies are already being spun out of incubators and co-working spaces like Greentown Labs and TechHub. These fledgling firms typically start off as individuals or small teams working from hot-desks and other shared workplace facilities, but they create a product or provide a service that finds a niche in the marketplace and they soon need physical space to support their own growth and development into the types of firms that create new jobs. Moreover, in many cases, these emerging Stage 2 companies are already here in Somerville. They just need a space.

Littleton, CO was the first U.S. city to embrace this theory, now called 'Economic Gardening', in hopes that these mid-sized companies would grow the middle class workforce. The idea has worked. By providing access to business intelligence tools and data that companies either aren't aware of or cannot afford, economic gardening helps organizations make informed business decisions; identify market trends, competitors, and untapped resources; develop targeted marketing plans, optimize search engine results, and social media marketing around key areas that drive growth. After 25 years of economic gardening, Littleton has tripled local employment and increased tax revenue by three hundred and fifty percent, all through the development of local mid-sized businesses. Large employers can help set the stage for a local economy by attracting attention, but a truly robust local economy is one that finds itself independent from the needs of a single employers by investing in a diverse mix of mid-sized firms.

- Direct business development resources toward producing and supporting Stage 2 companies.
- Increase the supply of office commercial space in the Union Square plan area.
- Attract Office and Research & Development Uses to Union Square/Boynton Yards.

DYNAMIC WORKPLACE ENVIRONMENTS

Arts centers, business incubators and accelerators, culinary incubators, design & fabrication centers, and fabrication laboratories are all examples of dynamic workspaces that already serve as a critical piece of Union Square's existing local economy. Facilities like Artisan's Asylum, Greentown Labs, Fringe Union, as well as the WorkBar location recently opened by US2, all provide affordable space to entrepreneurs and knowledge-based startups in an environment that encourages collaboration between individuals and firms and the natural cross-pollination of ideas, which is critical to building a local economy. In the business of hosting other businesses, these types of spaces serve as a low cost entry point into the market for office or manufacturing space and help get new business off the ground by providing shared access to co-working features such as for-rent 'hot-desks', dedicated workstations, conference rooms, meeting rooms, event space, resource libraries and even expensive tools and machinery or cooking facilities.

- Develop and Support Affordable Space for Business Incubation

Level the Playing Field

Photo by Steve McFarland Photography

Small, locally owned businesses are a large part of Union Square's unique identity. They provide a range of essential goods and services, are responsive to the needs of neighborhood residents, and provide jobs that are a gateway to middle class incomes, especially for immigrants and ethnic households. These storefront retailers, service providers, and food purveyors all rely on street-level pedestrian activity for their success. Yet, not every corporate franchise or national chain location needs to be profitable when the storefront itself is more valuable as advertising rather than the primary means to draw customers inside to make purchases. In the end it's not the goods or services a franchise or chain provides that's harmful to locally owned businesses, it's the economies of scale inherent to being a franchise or chain that provides advantages in advertising and paying the rent.

When one of our unique storefront businesses closes, we all lose. Small, locally owned businesses hire locally, contract services locally, and purchase supplies locally to a greater degree than franchises and chain stores. For every dollar spent at a independent business, up to 75% is recirculated locally - making that dollar worth over $2.60 to the local economy. In contrast, for every dollar spent at a franchise or chain, anywhere from 55% to 85% travels out of the local economy to somewhere else.

DEVELOP, SUPPORT AND ATTRACT SMALL BUSINESS

Independent businesses thrive in Union Square partially because the neighborhood has remained under the radar of regional market pressures. For years, affordable commercial rents have combined with access to a high number of customers to create an attractive location that fosters the growth of small business. However, rents are on the rise, existing space is limited, and national tenants are beginning to take notice. Increasing the amount and number of spaces available for small businesses increases competition between building owners and makes leases more reasonable for all tenants, while also providing space for businesses to move in and out of as needs (and prices) change. Once established, small businesses also benefit from the possibility of purchasing the space they had been leasing, which simultaneously reduces the risk involved with commercial lease negotiations while also making the local economy more resilient by diversifying ownership of available space. In addition to the recommendation below, see Managing a Changing Neighborhood: Stabilize the Market for more policies that can help small business.

- Increase the supply of ground floor retail space in the Union Square plan area.
- Grandfather nonconforming ground floor retail spaces in perpetuity.
- Impose penalties for squatting on vacant storefronts and commercial space in Union Square.
- Require new buildings with a certain amount of commercial frontage to have a minimum number of retail establishments.
- Limit the frontage of larger format uses.
- Require a Special Permit for formula businesses in Union Square.
- Encourage commercial condominium space in new development projects.
- Provide financing support for small business interested in buying commercial condominium spaces.

SUPPORT ENTREPRENEURS AND START-UP BUSINESSES

(Description in Development)

- Establish street vendor licenses and permits for Union Square.
- Permit food trucks within Union Square.
- Continue to fund small business assistance programs.
- Continue to support and fund the Union Square Main Streets program.
- Support the ongoing work of Somerville Local First.

Strengthen the Arts & Creative Economy

Individual artists and small creative firms are invaluable members of the Union Square economy and culture, and a central force behind the recognized image of Union Square. Entrepreneurs among this group are key to a resilient local economy. However, the arts and creative economy is reliant on inexpensive space to think, create, and work. Intentional steps must be taken to preserve areas that are workable for this critical force within the Union Square economy.

PRESERVE AND EXPAND SPACE FOR ARTISTS AND CREATIVES

(Description in Development)

- Establish a "Fabrication District" to Protect Buildings Supportive of Arts & Creative Economy Uses.
- Require 5% of commercial floor space to be set aside for Arts & Creative Economy Uses.
- Permit large development projects to consolidate floor space for Arts & Creative Economy Uses to maximize its usefulness.
- Partner with the State to Study the Feasibility of Tax Free Zones for Artists.

FUND PUBLIC ART

Cities that understand the role of art in community building dedicate resources toward the arts. Somerville should consider leveraging both public funds during public works projects as well as private funds during private development to establish a reliable funding stream for inclusion of art.

- Dedicate 1% of the annual Capital Improvement Plan for Public Art.

SUPPORT AND ATTRACT SMALL SCALE MANUFACTURERS

Small-scale manufacturers and fabricators are already a part of the Union Square economy. Opportunity exists to expand this aspect of the economy and take advantage of the natural synergy between making and manufacturing. As people create new products, they should also be able to produce them in quantity within the neighborhood.

- Permit fabrication uses throughout Union Square and Boynton Yards

DIRECTLY SUPPORT LOCAL ARTISTS & CREATIVES

Artists and creatives should be employed not only to create public art, but to assist with the design of all things in Union Square. Progressive cities across the country are utilizing local talent to design as well as fabricate elements of the public realm. Opportunities exist with street furniture, bicycle corrals, newspaper boxes, and even buildings facades. Looking to local artist, designers, and creatives can ensure that the furnishings of the streets and squares found throughout Union Square are truly representative of the local culture of the place. If public furnishings are both designed locally and fabricated locally, then they will certainly look and feel local. This kind of local preference not only produces a more authentic public

realm, but can also lead to the creation of more jobs in the arts locally.

- Release a Request for Information (RFI) to learn what public realm furnishings and features could be designed and fabricated by local vendors.

CONTINUE THE TRADITION OF EVENTS AND PROGRAMMING IN THE SQUARE

Union Square is not a stranger to hosting festivals, Fluff Fest being perhaps the most famous. However, organizing these festivals to include some temporary public art that can endure for several weeks prior to or after the festival can help to further enhance the presence of public art in the neighborhood. Local groups such as Union Square Main Street and the Arts Council can expand these festivals to include more mid-sized events that focus on collective experiences around a spectacle. These types of events engage local creatives and artists to build on existing projects or provide greater exposure to the creative community.

- Dedicate city funds to programming public space in Union Square, including funding of ArtsUnion programming and events.

ENCOURAGE THE USE OF WALLS AS CANVAS

Union Square is known for its iconic murals and graffiti, such as the Somerville Gateway Mural on Barristers Hall or the Shepard Fairey mural that is fading on the side of 374 Somerville Avenue. Every element of the public realm is an opportunity to introduce new public art, including buildings facades and transportation infrastructure. These walls can either be permanent pieces or temporary murals that rotate between artists seasonally. Warehouse and industry structures throughout Boynton Yards or the Fabrication District, are excellent candidates for creating larger scaled art that can radically add to the character of the neighborhood.

- Establish a Mural Arts Program to fund the creation and maintenance of murals in Union Square.
- Collaborate with Eversource to screen the electric distribution substation on Prospect Street with public art.

ENCOURAGE ADDITIONAL MUSIC VENUES

With the decline of small music clubs in Boston, Cambridge, and other areas of Somerville, Union Square has an opportunity to welcome these small capacity establishments into targeted areas within the neighborhood as part of neighborhood redevelopment. Music venues foster artistic innovation and the development of social capital between attendees and artists alike and will help maintain Union Square's edge, which is one of the primary contributors of the neighborhood's character.

- Actively work to protect and preserve existing music venues.
- Encourage the reuse of appropriate buildings for performing arts and music uses, such as the former Union Square Post Office.
- Adopt an "Agent of Change" ordinance to protect venues from noise complaints.

Focus on Local Food Production

Photo by Somerville Arts Council

Union Square has a desire to make food a central part of the local economy. However, more must be done to produce enough food within the neighborhood to supplement local restaurants, institutions, and households. Other cities around the country are seeing the rise of infill farms in the city, rooftop farms, and value-added food production that provides produce, products, and ingredients needed by other contributors to the local economy, such as brewers. If Union Square is going to embrace what is arguably the most important aspect of a resilient economy, the food we eat, than the City will need to dedicate more time and resources toward supporting the growth of this critical industry.

EMBRACE URBAN AGRICULTURE

Growing food throughout the neighborhood can help building a stronger community in Union Square. Several community gardens and farms already exist in Union Square, but only serve a small a segment of the population. However, there is an opportunity to embracing urban agriculture in a wider range by integrating the many different types of gardening and farming, from window boxs to rooftop farms and beyond. Food is already such an essential part of the existing character of Union Square and by encouraging a wider variety of growing options, as well as improvements for the existing community of gardeners and farmers, Union Square can truly embrace agriculture as a part of everyday life.

- Adopt a temporary community garden permit to accommodate the creation of container gardens on sites that will eventually be built upon.
- Establish model community garden management practices.
- Establish membership sunsetting provisions for unused community garden plots.

HELP LOCAL GROCERS IN REMAINING COMPETITIVE

Union Square has a wealth of small markets and grocery stores. The Somerville Arts Council celebrates this culture in several ways: the Nibble blog and book, cooking classes, and market tours because food is a way to connect people of different ethnicities and socioeconomics. The diversity in the markets reflects the diversity of the ownership and patronage which is a celebrated and treasured value that needs to be sustained.

- Continue to support the Arts Council and Nibble.
- Study the feasibility of property tax abatement for non-formula grocery stores.
- Investigate the use of low-interest loans for property upkeep.

FACILITATE ENTREPRENEURSHIP FOR VALUE-ADDED FOODS

While a food economy is shifting away from one based on conventional farm and distribution practices, a whole new web of food production, business development, distribution networks, and personal relationships must form to build a local food economy that can compete in the market. A piece of this is helping to support the conversion of raw food into value added goods, such as cheeses, cured meats, pickled vegetables, hard ciders, and all other manner of

desirable and exciting foods. The city can help facilitate value added production.

- Develop and support shared kitchens and co-working spaces in Union Square.
- Clarify and streamline the process for setting up kitchen incubators.
- Convene a workshop on expanding the local food production economy of Union Square.

BROADEN ACCESS TO URBAN FARMING & COMMUNITY GARDENS

If Union Square is going to become a leader in urban agriculture and local food production, the city must play an active role by providing land and buildings for this purpose and requiring the same for large-scale development projects. Not only can the city provide land for agricultural use by local entrepreneurs, but they can also help directly facilitate larger-scale farming by seeking funding for critical and expensive infrastructure, such as water hook-ups, inputs, and other basic infrastructure that is incredibly costly to farmers.

- Identify opportunities (both land and buildings) in the Union Square plan area suitable for new Community Gardens and Urban Farms.
- Host a design competition with local artist/designers to develop flexible and movable planting beds.
- Provide grant funding to help establish new start-up urban farms.
- Develop a program to match growers to restaurants and value-added food producers.
- Incentivize rooftop gardens and other forms of urban agriculture in new development in Union Square and Boynton Yards
- Educate residents on ways to find other gardening opportunities like My City Gardens and YardShare.
- Develop a management program for the City's community gardens.
- Investigate property tax exemptions for urban farmers to help offset costs and reward putting underutilized land to productive use.
- Continue to support the Somerville Farm to School program.

A number of opportunities exist to strengthen existing or create new sites for community gardening and urban farming

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MANAGING A CHANGING NEIGHBORHOOD

PHOTO PENDING FOR FINAL DRAFT

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Build Knowledge and Social Capital

Photo courtesy of Artisan's Asylum

UNDERSTAND CHANGE AS A FIRST STEP

Gentrification can mean many things to many people. But to properly address gentrification so that it is reshaped into a force for positive change, it must first be understood. What level of gentrification warrants government intervention? What form of gentrification is happening to the neighborhood? What tools are available or appropriate to combat gentrification?

These types of questions can only be answered if City staff is paying close attention to change. Properly managing change requires constant analysis, interventions informed by feedback, and careful tracking of outcomes. Strategies to ensure that at-risk residents benefit from change must be properly framed and implemented and as local conditions shift, the appropriateness of different tactics must be understood and applied at different times.

- Dedicate staff resources to analyzing and managing equitable change.

ENGAGE RESIDENTS IN NEIGHBORHOOD INTEGRATION

When change is only driven by outside forces, neighborhoods are altered to resemble the desires of that outside force. If, instead, existing residents and businesses are involved in the process, neighborhoods can use change to create healthier versions of themselves. Dialogue is an absolute necessity if new arrivals hope to retain the diversity and culture that attracted them in the first place and longtime residents seek to remain a part of the community they worked so hard to shape. One way to ensure the involvement of existing residents and businesses is to establish and empower a representative group of community members to address these issues from the community's perspective. Such an organization would maintain a direct line of communication with local government, implement relationship building programs and activities between 'long-timers' and 'new-comers', convene a regular gathering (annual or biannual) to evaluate progress and recommend 'course corrections', and report on interactions within the community.

- Establish a community relations committee of neighborhood residents and business owners from Union Square.

STRENGTHEN THE SOCIAL CAPITAL OF EXISTING LOCAL INSTITUTIONS

Neighborhood schools, places of worship, nonprofit organizations, block groups, and similar organizations typically cut across differences and open their doors to everyone equally. When a neighborhood experiences change, the existing social structure can feel threatened by outside or incoming pressures. However, government and philanthropic support for the institutions that form the social infrastructure of a neighborhood can help these institutions adapt and grow, reorient their missions, and increase capacity within the community. Assisting social institutions with an open door policy is an equitable way to allocate government assistance within a community.

- Provide professional and technical assistance to neighborhood institutions.

Stabilize the Market

SUPPORT THE AUTONOMY OF EXISTING RESIDENTS AND BUSINESSES

Local government can stabilize changing neighborhoods by correcting market failures. Many existing households and businesses, particularly renters, have limited resources to maintain a choice to remain part of the neighborhood when gentrification occurs. The forced exit of large numbers of community members from a neighborhood is harmful both to those who leave and to those who remain. Integration programs between newcomers and long-timers are meaningless unless existing residents and businesses have viable, self-determining options that provide them true autonomy and choice in staying or leaving, rather than being involuntarily displaced. A wide range of tools focused on reestablishing choice for existing households and business have already been tested by other municipalities.

- Investigate the viability of providing rent stabilization vouchers for qualifying households.
- Continue the Closing Cost/Down Payment Assistance Program for qualifying households.
- Provide property a tax 'Circuit Breakers' for cost burdened households.
- Freeze property assessments for cost burdened households.
- Require a tenant right of first refusal to purchase homes or buildings prior to sale to a third party.
- Establish a first right purchase program that provides financial assistance to tenants exercising their first refusal rights.
- Continue to fund small business assistance programs.
- Require minimum notification periods for commercial lease termination.
- Investigate implementing a commercial lease renewal arbitration & mediation process for small businesses.

Ensure Housing is Attainable

The most negative effect of gentrification, the loss of housing affordability, results primarily not from gentrification itself, but from a market failure to produce a sufficient amount of housing at different price points. The private sector cannot be expected to satisfy a community's total affordable housing needs. Government must play an active role in producing and securing affordable housing.

PRESERVE EXISTING AFFORDABLE HOUSING

Preserving existing affordable housing in a gentrifying neighborhood is fundamental. Affordable dwelling units required through zoning and units purpose-built by entities such as the Somerville Housing Authority (SHA) or Somerville Community Corporation (SCC) are either deed-restricted or remain under the control of those organizations in perpetuity. Another form of affordable housing is created through various City programs such as the Housing Rehabilitation Program or Lead Hazard Abatement Program that incentivize property owners to improve existing housing stock and create and maintain the property as affordable housing. However, these commitments are temporary and over the next five years, 285 currently affordable units (8.74% of the total) are at risk of losing their subsidy. One hundred and thirty three of these units are located within the Union Square plan area which is 47% of total expiring units.

- Collaborate with property owners to extend expiring affordability restrictions.
- Monitor the status of properties with temporary affordability restrictions.
- Continue the housing rehabilitation program to maintain affordable ownership and rental units.
- Continue the lead hazard abatement program to maintain affordable rental units.

CREATE NEW AFFORDABLE HOUSING

The need for additional affordable housing in Somerville has never been more apparent than now. How much deed-restricted affordable housing should be created in Union Square is a

more complicated question that requires analysis of: the existing amount of permanent or long-term affordable housing in the neighborhood, the availability of affordable housing in other parts of the city, the number of cost burdened households, and the cost of new market rate housing in the city. Once the level of need is determined the question of how much demand can be met in Union Square is an easier question to answer. A citywide housing needs assessment and affordable housing feasibility analysis is currently underway that will inform appropriate regulatory changes to address the need for affordable housing in a more dynamic way than can be currently understood without proper information.

- Recalibrate inclusionary zoning requirements to better address affordable housing needs.
- Identify sites within the Union Square plan area suitable for new purpose-built affordable housing intended for very low income households.
- Continue the housing rehabilitation program to create new affordable ownership and rental units.
- Continue the lead hazard abatement program to create new affordable rental units.

LEVERAGE RESOURCES TO PRODUCE PURPOSE BUILT AFFORDABLE HOUSING

On-site inclusionary zoning requirements are the most successful way to integrate lower-income housing into neighborhoods with high economic opportunity. Policies designed to encourage economic integration improve outcomes for lower-income children because the poverty rate of the neighborhood where a child grows up is a strong predictor of economic mobility when they are adults. Many housing policies seek mixed-income development in the hope that social interactions between lower-income and higher-income residents will lead to better access to jobs or other resources for lower-income residents. However, there is no evidence that lower-income residents benefit from the employment connections or other "social capital" of their higher-income neighbors. Research demonstrating physical and mental health improvements, increased self-esteem and motivation, higher employment rates, and increased earnings attribute all of these benefits to the neighborhood rather than the individual building where they live.

The inclusion of on-site affordable units within market-rate buildings will continue to be the preferred outcome of is the City. However, the benefits of including inclusionary units in higher-priced projects decreases because the financial value of a high-end unit is worth so much more than a one inclusionary unit of housing. Requirements for inclusionary housing can produce a larger number or even a more appropriate type of affordable units if developers have the option to build units off-site or provide financial capital to a separate development partner.

Concern about the construction of substandard affordable housing in undesirable locations is natural, but their might be opportunities in Union Square to redirect on-site requirements (or even those consolidated from multiple sites) to even better achieve affordable housing goals on another site within the neighborhood.

- Permit applicants to pursue Special Permits to redirect inclusionary housing off-site, or provide a payment in-lieu, in circumstances where the outcome is guaranteed to produce a greater benefit to lower-income families.

PRESERVE AFFORDABLE RENTS

Displacement is not the only way in which gentrification can cause harm. Many residents in gentrifying neighborhoods go to extreme measures to stay in their homes, paying the high price of rising rents at the expense of quality food, medicines, or other basic needs. Deed restricted affordable housing required by zoning is just one piece of the puzzle when it comes to housing affordability. Many existing properties in Somerville are currently priced somewhere between the $2,384 average monthly rent of apartments rented in the last year and the mandated price of deed-restricted rental units, currently averaging XXX/month. Units that fall between the mandated prices of deed-restricted units and the cost of market rate housing are of incredible importance to the long-term affordability of any neighborhood. Today, the City offers low-income senior homeowners a property tax 'circuit breaker' that caps property taxes as a percent of income. A similar tool can be offered to landlords providing rents in the gap between market rate prices and the price points set for affordable housing units to help balance the local rental market and preserve housing affordability.

- Provide a Property Tax 'Circuit Breaker' to Benevolent Landlords.

ENSURE PRICE DIVERSITY

In-demand neighborhoods can become susceptible to a real estate market that only

serves two segments: very wealthy households in new or renovated luxury units and those with low incomes in mandated affordable housing. The community desires a range of incomes that allows Union Square to maintain a diverse population over time. When it comes to building a sustainable neighborhood, the range of unit prices should resemble something closer to a bell curve (a standard distribution) to prevent social bifurcation and an imbalance in the goods and services provided by the local economy. Neighborhoods with diversity in housing prices have a broader range of household types that are more geographically mixed, which leads to a more stable economy and community.

- Develop a strategy to achieve housing price diversity throughout the Union Square plan area.

Increase Economic Mobility

One way to curb gentrification is to make housing more affordable by helping people increase their earnings or make their money stretch further. Increasing household earning capacity and building assets are critical strategies to address a mismatch between wages and housing affordability. One of the primary problems residents of changing neighborhoods face is that they are often disconnected from financial capital and lack the resources to travel for work. This separation makes it even more challenging to start a business, find upwardly mobile employment opportunities, and to improve overall financial stability. To overcome these income hurdles, the City can provide the support necessary to bridge the attainment gap and help people raise real incomes and reduce the local cost of living.

SUPPORT INITIATIVES THAT HELP RAISE REAL INCOMES

There are a number of strategies that can be employed to help people raise real incomes. Programs can be provided to promote educational attainment and support jobs / skills development. Financial literacy education is another vital element to achieve this goal.

- Attract higher paying office and research & development jobs to Union Square and Boynton Yards
- Continue to advocate for the Jobs Linkage Home Rule Petition at the State Legislature.
- Partner with local colleges and universities to increase enrollment by Somerville residents.
- Establish adult apprenticeship programs with Union Square businesses and institutions.
- Establish work study, internship, and apprenticeship programs for Somerville High School students at Union Square businesses.

SUPPORT INITIATIVES THAT HELP REDUCE COSTS OF LIVING

One fundamental way to raise real incomes and reduce costs of living is by developing fully transit-oriented, mixed-use neighborhoods. This model of development increases employment opportunity by simultaneously putting jobs in close proximity to dwellings and leveraging various transportation modes to increase resident's access to employment options outside the neighborhood. On average, people who live in a "transit-oriented development" have more than $10,000 in extra disposable income compared to the average American. This is a direct result of having job opportunities closer to home, reduced auto-dependency, and often times allowing people to forgo owning a car. Very few neighborhoods have a true one to one relationship between workers and jobs, but each job provided locally can have a positive impact on local household incomes while also providing cost savings by reducing travel times to work.

- Increase the supply of commercial space within the Union Square plan area.
- Increase the supply of housing within the Union Square plan area.
- Connect residents to employment opportunities.

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LIFELONG COMMUNITIES

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PHOTO PENDING FOR FINAL DRAFT

Housing: Right Type, Right Size

Somerville is currently experiencing a boom in new construction on a scale not seen in decades. For years it has been referred to as the densest city in New England, but some believe Somerville might be the densest example of detached houses in the world. The 2013 U.S. Census estimated that Somerville had 33,720 housing units, with about 85% of those being in multi-unit houses and triple deckers. Of the more than 17,000 lots, less than 140 apartment buildings exist in the entire city. Herein lies the problem: Somerville has a lot of housing, but very little housing diversity.

The regional need for new housing far exceeds supply, and most of the demand is for smaller units located near transit. Although Somerville alone cannot solve the demand for housing, the constrained supply across the region leads to higher prices locally. If there are also limited opportunities to build new housing, property owners become encouraged by the demand for housing to divide family-sized units into smaller apartments for those who would otherwise seek a smaller unit. To re-balance the housing market, developers must be able to introduce the types, sizes, and prices of housing that are missing from the mix. Only then can people select the housing that meets their needs at different stages of their lives.

Housing diversity is a key ingredient to the diverse community that Somerville always strives to be. When a city has an appropriate mix of housing types, sizes, and prices it provides convenient access, increased privacy, and opportunity for all kinds of households to age in place. A diverse housing stock allows households to transition from one type to another within the same community as their needs change over time. Having a home that provides an enriching environment that is also properly sized and doesn't break the bank permits investment and attachment to the community while also increasing neighborhood stability and long-term social connections. Diverse living options provide those that were born here or choose to attend school here the ability to stay throughout their adult years, strengthening the local economy as a result.

AVAILABILITY OF HOUSING OPTIONS

Union Square's best chance to keep its population in balance over the long term is to provide units that are better tailored to the needs of households desiring to move within or to Somerville. New residents are now more than ever likely to choose to move into apartments and condos in new construction. New housing that is built should ensure this demand is met so that the existing housing stock of Somerville (the traditional cottages, houses, and triple deckers) is available as housing appropriate for families and retirees.

- Permit different building types based on location.
- Encourage dwelling units to have a number of bedrooms that is appropriate for each building type.
- Require unit type and size diversity in large development projects.
- Permit artists, even within the Fabrication District, to live in Work/Live studio space by Special Permit.

A Child Friendly City

Children are the future residents, business owners, and workforce of Somerville. Today, the city attracts young singles in numbers, but if Somerville can retain these adults as they decide to form families and raise children the local economy and greater community stand to benefit in profound ways. A city welcoming to children populates itself with parents in their peak earning years, a stable population that makes the city attractive to employers and helps to build the tax base. Families bring different needs and wants than singles and their shopping habits support a diversity that makes the local economy more resilient. Parents of children attending neighborhood schools are also powerful agents in building neighborhood social networks and play an important role in the continuity of community when they decide to stay after their children grow up and form households themselves.

Union Square should be a neighborhood that offers something for residents in every stage of life, including children and their parents. Without them, the neighborhood have the diversity that SomerVision and the community strive to have.

UNDERSTAND FAMILY FRIENDLINESS

Building a higher-density, mixed-use, transit-oriented neighborhood that is also inclusive of families requires careful attention to detail. In order to full understand the wants and needs of urban households with children, City Staff should be in close communication with officials from the Somerville School Department, meeting regularly with parents to gather information, and measuring the family friendliness against metrics that help us understand how we can make Somerville a better place for raising children.

- Continue to dedicate staff resources to tracking households with children and analyzing the family-friendliness of Somerville.
- Utilize data gathered the Somerville School System to identify challenges to the retention of families.
- Establish an annual symposium for parents and City representatives to discuss the topic of family friendliness.

IMPROVE URBAN LIFE FOR FAMILIES

(Description in Development)

- Focus planning efforts around creating safer streets, improving the school system, increasing public space (parks and playgrounds), building larger, reasonably priced housing for families, and increasing passive observation ("eyes on the street") of the public realm.
- Investigate expanding the SMILE Pre-Kindergarten Program so that publicly funded preschool is available for all families.
- Investigate ways to make childcare affordable for every income level.
- Increase funding for the Somerville Recreation & Youth Department's youth sports, classes, and other activities.

ENSURE HOUSING INTENDED FOR FAMILIES IS DESIGNED FOR FAMILIES

To attract and retain families, Somerville must have a quality living environment that is conducive to raising children. Safe streets and good schools play a big part, but the most important challenge is providing housing that is appropriate for families. Preserving detached housing with yards that already exists in Union Square is valuable, but development in transformational areas will produce new housing in apartment and mixed use buildings. In the early 1990's the City of Vancouver conducted an extensive planning project that resulted in Family Friendly Design Guidelines for new construction. They learned that families were looking for small details that made a world of difference when raising children. They requested features like ground level access, play spaces visible from common areas, family units clustered on the same floors of multi-level buildings, and appliances for washing clothes and dishes. Providing housing for families not only requires units to have the right design details, but also larger, reasonably priced units that typical of market rate housing development. Families of all income levels need family friendly housing. Therefore, it is important to provide housing designed with families in mind.

- Adopt family-friendly design standards for dwelling units intended for families.
- Require multi-bedroom units in large

development projects.
- Maintain restrictions on the number of unrelated individuals that can occupy a dwelling unit.

SIZE APPROPRIATE HOUSING

In an effort to retain and attract families, the City of Toronto began requiring residential development with more than 100 units to provide a certain number of units with 3 bedrooms because they are rare in both availability and affordability. However, over time families were not finding their way into the majority of these three bedroom units. Instead, they were being rented by college students or purchased by professionals looking for extra rooms. Despite the best intentions of the three bedroom mandate, developers have no reason to build these units any larger than required to by code. Without any design guidance, developers in Toronto were producing 3 bedroom units of just 700 square feet (on average) on the upper floors of very tall buildings. In essence, they were satisfying the requirement by building penthouses - hardly useful for the intended target of the requirement.

- Adopt minimum floor space requirements for multi-bedroom units.

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A Senior Friendly City

Between now and 2031, an average of 10,000 baby boomers will turn 65 every day in the United States. The 2013 U.S. Census estimates Somerville's seniors are 9.1% of the city's population, with and additional 12.7% turning 65 in the next 15 years. Somerville already strives to be a great place to live, work, play, and raise a family, but as a significant portion of population continues to age, it will also need to be a great place to retire.

As an ever increasing portion of the population is seeing retirement age, we will need to change the way we think about seniors. Ensuring that Union Square is a friendlier place to grow old is sound economic development strategy. The American Association of Retired Persons (AARP) estimates that the portion of the U.S. population over 50 years old has significant economic power, controlling over half of the country's discretionary spending.

A physical and social environment that permits aging residents to participate in daily life helps them to flourish further into later years. In contrast, physical and mental health is liable to deteriorate under the isolation that can result from the self-imposed house arrest that is all too often the only alternative to public realm considered inhospitable by seniors. A well designed Union Square can be more sensitive to the physical and social needs of seniors, and ensure their active participation in daily life of the neighborhood.

IMPROVE THE PEDESTRIAN ENVIRONMENT FOR SENIORS

When asked how the outside world could be improved to better address their needs, seniors routinely call for public realm improvements that many of us simply take for granted. The average adult can cross the street at about four feet per second, but older residents typically walk at three feet per second or less. Simply re-timing crossing times at key intersections can have an immense impact on the perception of safety by seniors walking on neighborhood streets. Similar requests include more frequently located street seats and benches, curb ramps without corner puddles that make travel by walkers and wheelchairs complicated, and shelters and seating at bus stops, not only for weather protection, but also to encourage social interaction.

- Recalibrate Crossing Times to 3 ft/sec.
- Expand the scope of the Neighborhood Street Reconstruction Program to include improvements for seniors.
- Include the needs of seniors in streetscape design projects.

WELCOME SENIORS INTO DAILY PUBLIC LIFE

Many of the simple ways that life can be improved for seniors are achieved through simple cultural understanding of their presence in daily life and how the things we do and the ways we interact can help or hinder their daily life. Features like public bathrooms, personal shoppers, adequate lighting, menus with large type, and senior discounts are all features of operating an age-friendly business that help make daily life in public easier for seniors.

- Educate local businesses about the benefits of being senior friendly.

PARTNER ARTISTS WITH SENIORS FOR MUTUAL BENEFIT

One interesting way to tackle two problems at once is to provide one full dwelling unit within a senior housing building to an artist. Various cities has recently discovered the mutually beneficial relationship that can exist between local artists and seniors. Example programs in New York invite artists to become "artists in residence' at seniors buildings, trading a full apartment (rent free) or use of in house supplies at the facility in exchange for art lessons provided by the artist to seniors.

- Establish 'Artist in Residence' programs at senior housing locations.

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REIMAGINE OPEN SPACE

PHOTO PENDING FOR FINAL DRAFT

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Streets as Shared Space

Photo by theurbanprospector.wordpress.com

Reclaiming thoroughfares as 'shared space' uses innovative design techniques and the reduction of signage and striping to shift the emphasis of our streets away from being something you simply drive, walk, or cycle through - a road - into an environment you would be happy to stop and stay in - a proper urban street. This brings back the 'civic' purpose of urban streets instead of just having a single 'traffic' function. As an added benefit, eliminating a clear sense of right-of-way forces drivers to slow down and pay closer attention to their surroundings, increasing the overall safety of the street for all users. Streets make up a large percentage of the public realm in Union Square and this land can easily become shared spaces, destinations in and of themselves, where neighbors, businesses and visitors come to enjoy the life of the neighborhood.

A UNIQUE APPROACH TO STREET DESIGN

Union Square should develop a uniquely Somerville design approach for the commercial streets within the enhancement and transformation areas of the neighborhood. Building from the existing character of the square, special care needs to be given to new projects so that they contribute, not distract from this character. Utilizing a shared space approach to streets as well as existing and new squares to establish a public realm that functions better and is be more flexible to the needs of Somervillians. The design approach should take advantage of emerging best practice that allows traffic to be integrated into the complex informal social protocols of public space without the loss of mobility or safety.

- Establish design standards for thoroughfares that include a shared space type as part of the City-wide Mobility Plan.

INTRODUCE SHARED STREETS INTO UNION SQUARE

Union Square has the opportunity to re-imagine the 'civic' function, versus the 'traffic' function of the street. Union Square has limited land area available to create new public spaces, but by rethinking how streets function existing land can be enhanced into a vibrant network of public spaces. Shared spaces can be added incrementally over time, so that the streets within Union Square are continually improving,

- Utilize interim projects to demonstrate future possibilities for shared streets.
- Identify and prioritize streets that can be retrofitted into shared space in the City's Capital Improvement Plan.
- Identify funding sources, such as District Improvement Financing, for thoroughfare reconstruction projects in Union Square.

Do More with Less

Streets are an existing, flexible framework that serve as the foundation for building a strong community. There is ample opportunity to create better functioning public space through both traffic calming and more efficiently designed streets. Intersections can be rationalized so that existing wasted space can be reallocated to parks and plazas. In addition, the grounding of the McGrath Highway provides an opportunity to reclaim land for not only a new linear shared-use path, but also new commercial and mixed-use development. Doing more with the land that is already dedicated to the public can also create significant new civic space throughout the neighborhood, including the redevelopment of Boynton Yards. In total, this yields over XXX acres of new space that can be used by the people of Union Square.

UTILIZE EXCESS RIGHT(S)-OF-WAY TO INCREASE PUBLIC SPACE

When streets are filled with unused or underutilized pavement it limits their ability to support the local community to their fullest. A critical strategy for achieving more civic space is identifying streets and intersections that can be reorganized to be of higher quality and therefore providing more useful space than currently. This approach ranges from the moving of curbs several feet to slim down travel lanes or to radically rethinking the geometry of an intersection.

- Establish a formal Pavement to Plaza program.
- Establish a formal Parklet program.
- Identify street space that can be reallocated for other uses.

ENHANCE & PROGRAM EXISTING UNDERUTILIZED PUBLIC SPACES

These reclaimed spaces need to contribute to the public life of the neighborhood. This can only be accomplished by understanding what the community wants to do in these spaces. In addition to understanding the programmatic needs of the community, these enhancements to the public rights of way need to also be flexible to accommodate future, unidentified uses. It is critical that local stakeholders can play an active role in the design and programming of public space. The City should experiment with different approaches for piloting the wants, needs, and desires of the local community to determine uses and activities that should be accommodated within new public spaces.

- Continue to use placemaking techniques in public space improvement projects.
- Establish a short term, cost effective approach to public engagement for the design and programming of public spaces.

Demand a Quality Pedestrian Landscape

Photo by Brian Wright

Improvements to the public realm, especially shared spaces, must reflect the character of Union Square. The city needs to start with understanding what the life of the neighborhood demands from these spaces. Building from this understanding, spaces can then effectively be improved to support this public life. Finally, the buildings and structures surrounding these space need to engage, support and promote the ongoing improvements to support a health of the neighborhoods spaces. These spaces need to be conceived of with the community, at eye level, and with special consideration for making them enjoyable throughout the day and night as well as during all four seasons.

CENTER PUBLIC SPACE DESIGN AROUND PLACEMAKING

Utilize a placemaking process to discover and define clearly the goals for a space that will be essential to aligning public investments in the streets and squares in the neighborhood with the benefits that increased public life can create. It is critical that these efforts occur before significant money is spent on design in order to have the biggest impact on informing architects, landscape architects, and engineers before they begin their work. Establishing an approach to public space enhancements that begin and end with placemaking will ensure that the spaces provide the activities and uses that the community wants and needs.

- Continue to use placemaking techniques in public space improvement projects.
- Identify the programmatic requirements, activities, uses, and events that each public space will need to accommodate during planning and design projects.

ESTABLISH QUALITY CRITERIA FOR PUBLIC REALM PROJECTS

Public life can be enhanced through the small, but important understand of the human scale of the design. In recent decades, studies have shown that small elements, such as movable seating, can have significant impact on the quality and comfort of a space. The City needs to require that these criteria are incorporated into both public and private projects.

- Continue necessary repairs to sidewalks, crosswalks, and curb ramps according to the Neighborhood Street Reconstruction Program.
- Require public realm improvements incorporate informal and formal locations for standing and sitting to encourage staying in those places.
- Ensure that quality criteris of public spaces include and understanding of human sensory experience.

Public Space Close to Home

Not all public spaces are created equal. Larger is not always better, as small parks provide wonderful assets for a community if properly designed, programmed, and maintained. Union Square should have a greater number of public spaces strategically located throughout the neighborhood to create a denser network of parks, squares, playgrounds, gardens, farms, and pocket parks. Uses and activities in these spaces should match the needs of local residents. It is also important to ensure new spaces are created that fill in the gaps, resulting in a diverse network of public spaces throughout the neighborhood.

DESIGN & PROGRAMMING OF PUBLIC SPACE

A small park in one area will need to do different things than a small park in another part of Union Square. Design diversity is essential to creating a popular and well used network of public spaces. The use of placemaking techniques coupled with clear standards for the design of new public spaces will result in spaces that truly serve the local community.

- Adopt design standards for different types of public spaces.
- Continue to use placemaking techniques in public space improvement projects.
- Identify activity opportunities for chidren over the winter.

REDUCE WALKING DISTANCE TO PUBLIC SPACES

All residents need to be able to walk to a quality public space within 5 minutes. In Union Square, network of parks, squares and plazas has several gaps. The city should prioritize the creation of new public space in those areas where none exist today so that access is equitably distributed throughout the neighborhood. Lower cost and incremental approaches to creating new public spaces should be explored to further reduce the walking distance to open spaces throughout the network. Care should be given to locate these to compensate for barriers within the neighborhood, such as topography or streets with faster moving traffic.

- Complete a new city-wide Open Space Plan.
- Prioritize funding for new public spaces in areas with the least amount of access to public space.
- Develop a program for temporary, smaller Parklet and Playlets on residential neighborhood streets.

OPPORTUNITIES FOR PLAY

Children and play must be accommodated throughout the fabric of Union Square, but play spaces can take a variety of shapes and sizes. If a playground cannot fit, perhaps a fun slide, box theater, or a set of play sculptures could be fit into a new neighborhood parklet. The key is to understand all the possibilities for play that can fit into different sized spaces.

- Integrate features into all types of public spaces that provide opportunities for children to play.
- Establish a formal process for residents to establish a Neighborway, Playborhood, or PlayStreet.

STRENGTHEN THE COLLECTION OF PUBLIC SPACES IN UNION SQUARE

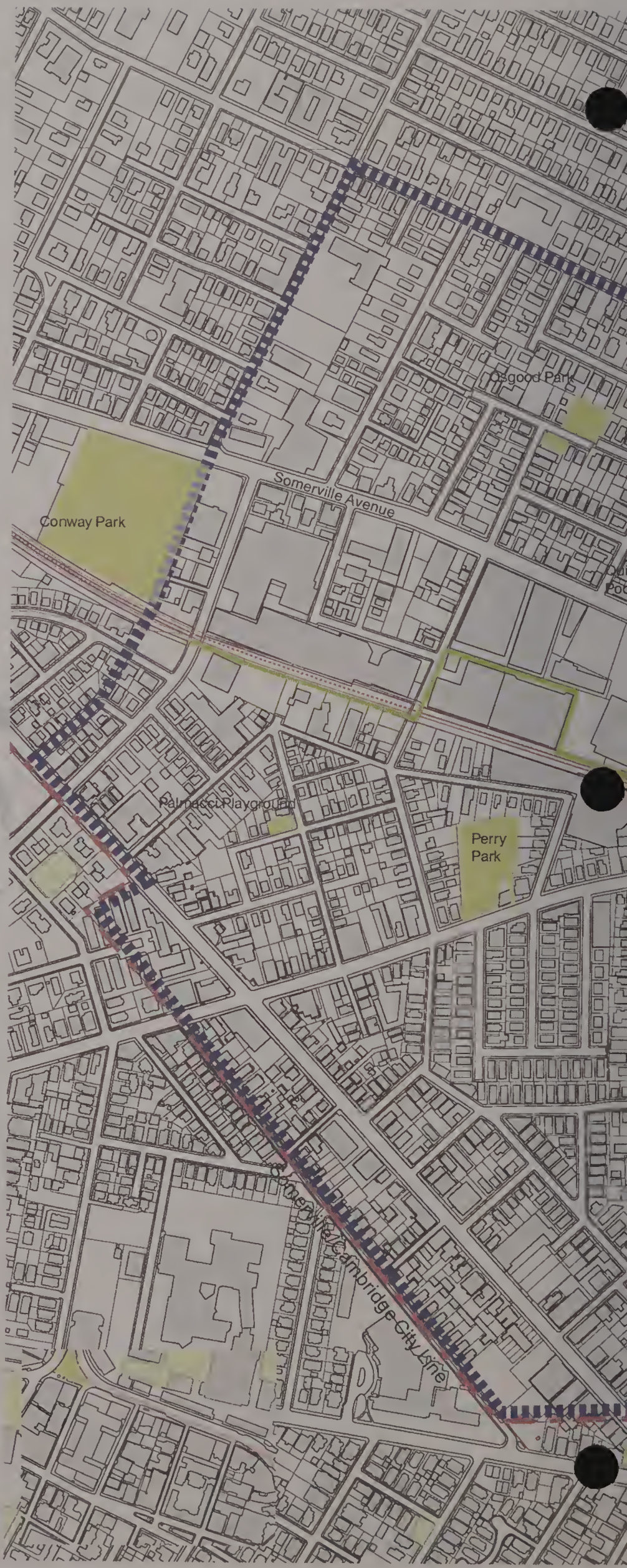
Currently, Union Square does not have a very clearly defined collection of public spaces. There is an opportunity to enhance programming in existing space and to bring additional public spaces online.

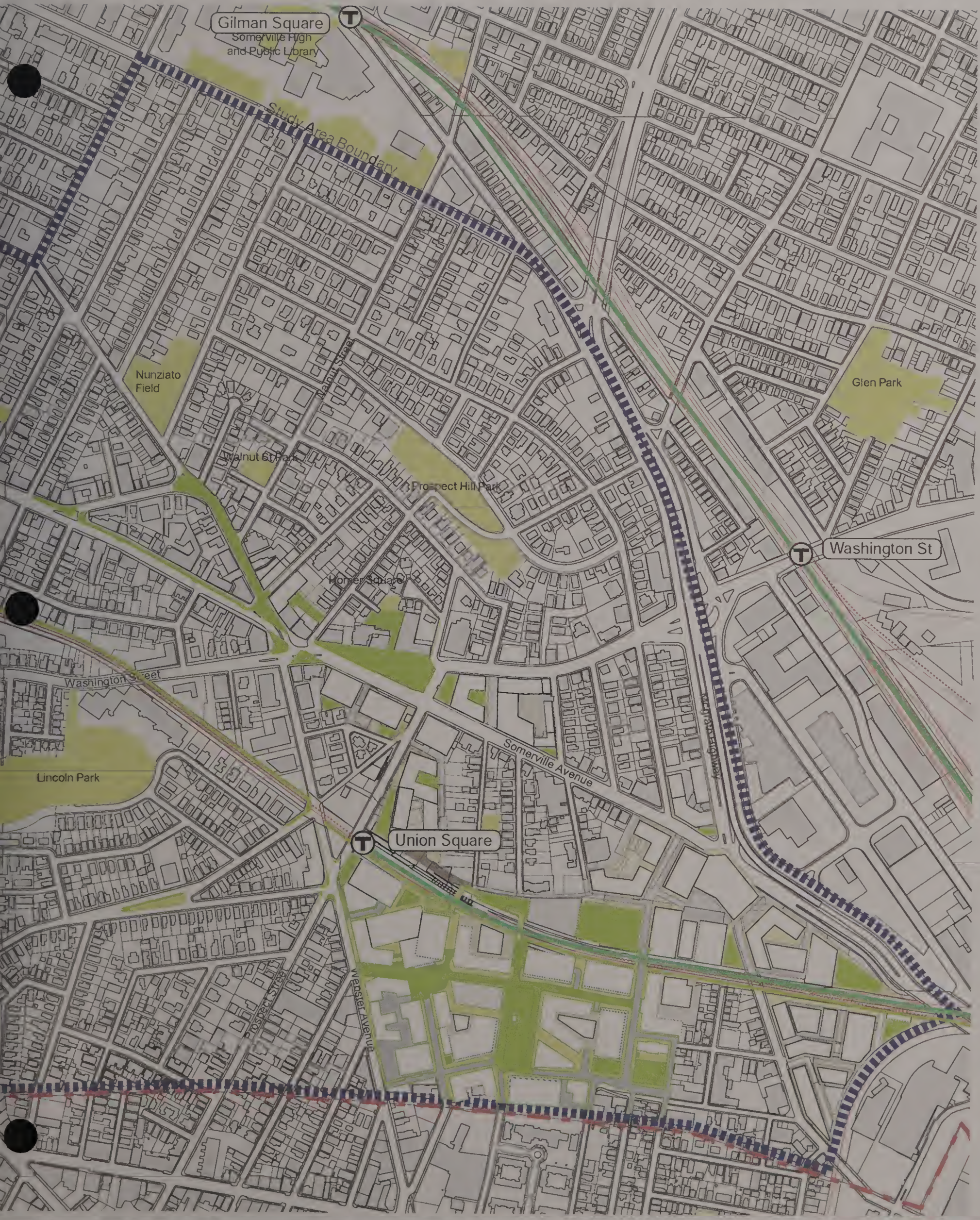
- Commit to establishing a placemaking approach to developing programming and improving the management of the existing spaces in Union Square.
- Partner with community members to support their dreams for what is possible in a public space and work with them to host those events.
- Continue to develop ongoing programming of the central Plaza to directly connect diverse segments of the local community with the creation of a long term vision for the space.
- Develop a redesign for the Union Square plaza that is flexible and human scaled. Test these requirements with incremental and short term installation before making significant investments to ensure the changes will accommodate a variety of uses and events.

CREATE AN IDENTITY FOR BOYNTON YARDS

The plan for Boynton Yards sets up a framework for future development and new public spaces. However, a more detailed level of public engagement is needed to further refine the programming, especially for the civic space. It is critical that the plazas, greens, and other nooks and crannies become active, lively, quirky places occupied by people and by sincere tokens that make Union Square what it is today. Even now, while Boynton Yards is in the early stages of transition, there are opportunities to partner with local organizations to program the spaces that exist there and begin to generate enthusiasm for the future of this neighborhood in the making.

- Use the Somerville by Design placemaking method to enable the community to further shape the design of public spaces.
- Work with the Arts Council and other partners to host events in Boynton Yards.




Gilman Square
Somerville High and Public Library
Study Area Boundary
Nunziato Field
Walnut Street
Walnut St Park
Prospect Hill Park
Glen Park
Washington St
Homer Square
Washington Street
Lincoln Park
Somerville Avenue
McGrath Highway
Union Square
Prospect Street
Webster Avenue

5

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THE HUMAN SCALE

PHOTO PENDING FOR FINAL DRAFT

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Honor Our Place in History

Historic preservation binds together the past, present, and future of Union Square. Several historic buildings have found new life that fit with current economic drivers. Others need renewed attention before they are lost. Depending on the private market alone to honor these buildings will not have predictable results. Buildings that contribute to the historic character of Union Square as an authentic, living, breathing place must be maintained.

PRESERVE UNION SQUARE'S BUILT HERITAGE

The historic buildings in Union Square are critical to the character of Somerville. The City needs to work to preserve these buildings and structures.

There are two mechanisms to encourage preservation. Somerville has designated over 400 properties as Local Historic Districts (LHDs). The City is able to prevent demolition and protect the exterior architectural features of these buildings. The Historic Preservation Commission (HPC) reviews any proposed changes to LHDs and proposed demolition of any structure over 50 years of age. Another preservation mechanism is designation on the National Register of Historic Places. This is a national program to coordinate and support efforts to identify, evaluate, and protect America's historic and archeological resources. Properties on the Register can qualify for federal and state historic rehabilitation tax credits. To be listed on the register, properties must be surveyed and then nominated. Through CPA funding, a city consultant is preparing the National Register nomination for the American Tubeworks complex and surveying buildings in preparation for nomination in the Union Square area. When a federal agency funds, permits, or licenses a project in an area where there are National Register properties or archaeological sites, a review process is triggered to assess and potentially mitigate any potential adverse impacts on these historic assets. These two mechanisms bind together the past, present, and future of Somerville.

- Complete surveys of Union Square structures and seek Community Preservation Act funding to prepare a nomination to the National Register.
- Continue to support consultants preparing the American Tubeworks National Register nomination.
- The Historic Preservation Commission should engage property owners to determine feasibility of a new Local Historic District.
- The Historic Preservation Commission should clarify and strengthen the demolition ordinance to better address community concerns.

ASSIST WITH THE REHABILITATION OF HISTORIC STRUCTURES

Historic buildings need to be cared for and used. It is critical for the City to help Union Square building owners pursue state and federal historic preservation tax credits. These tax credits can provide significant financial assistance that can fill important financing gaps making the rehabilitation of a project feasible. Locally, Somerville should also consider establishing a tax stabilization program to further incentivize the reuse and rehabilitation of these contributing buildings.

- Utilize Community Preservation Act funding to help property owners maintain historic

buildings.
- Provide technical assistance to property owners seeking Massachusetts Historic Rehabilitation Tax Credits.
- Educate property owners about the resources available for historic properties, including tenant matching.

CONTEXT SENSITIVE DESIGN FOR NEW DEVELOPMENT

Historic buildings are community resources that contribute to the streetscape. New development should honor historic buildings by not overwhelming them through scale and height. Either through regulations or guidelines, context sensitive solutions should be explored to make sure that scale and height of existing historic buildings is respected by the design of new buildings.

- Increase the required side setbacks for properties abutting Local Historic Districts.
- Consider contextual front setbacks for properties abutting Local Historic Districts.

Union Square has a number of historically-significant buildings, many of which are locally and/or nationally designated. Collectively, these buildings contribute to the unique character of the square.

Create an Elegant Somerville Skyline

Prospect Hill offers commanding views of Boston, Cambridge, and even Boston Harbor. Historically, this hill was a strategic military position whose legacy stretches back to the American Revolution. These distant views of the region's modern day landmarks are an important aspect of Union Square's geographic and cultural history. Care must be given to how new development adds to the regional vista as seen from Prospect Hill, not only in Union Square and Boynton Yards, but in more distant areas of the city such as Inner Belt as well as stretching into Cambridge. Conversely, care must be given to how Prospect Hill is viewed from the surrounding region. On clear days, the Prospect Hill Monument is visible from as far afield as the Longwood Medical Area in Boston. Today, it is not common to think about how Union Square looks from the surrounding areas, but as growth continues and the neighborhood evolves care must be given to the design of Union Square's skyline. In addition to the monument atop Prospect Hill, soon new structures will begin to be visible from Boston and Cambridge. This new skyline must represent the character of Union Square and live up to the legacy that Prospect Hill has had as an important historic landmark.

CREATE AN ICONIC SKYLINE FOR SOMERVILLE

Currently, Somerville's own skyline takes a back seat to the skyline of Boston. There is an opportunity through iconic, high-quality development to also create a skyline that serves as a source of pride for the city. Development in Boynton Yards should become the City of Somerville's postcard skyline, contributing to existing views and the character of the greater metropolitan area.

- Amend the zoning to require context modeling/skyline view studies for large redevelopment projects.
- Ensure design review considers how tall buildings provide for a variety in detail and texture to the skyline.

RESPECT PROSPECT HILL AS A REGIONAL LANDMARK

Prospect Hill is an important historic and cultural landmark within the City of Somerville. The monument represents the architectural legacy of times past and embodies the history of Somerville so much that CPA funding is being used to repair the monument this Fall. To elevate the profile of Union Square as a destination, the monument should be lit to serve as a visual beacon and more prominent landmark within the Boston region.

- Light the Prospect Hill Monument to improve visibility.

Make Buildings of Character

Union Square residents maintain strong opinions on how new buildings and public space should look, feel, and function. In general, buildings should feel anchored to the ground, provide definition to the public realm, and visual harmony should exist between the individual elements of a building. The use of natural materials common to the existing buildings of the square is highly valued. A restrained modern aesthetic was supported when buildings are articulated into pedestrian-oriented increments that reflect human scale, but avant-garde modernism with a lack of balance and restraint was not. A diverse mix of architectural character is preferred. Long, repetitive facades should be avoided and facades should be modulated in a way that breaks down the apparent mass of buildings, enhances orientation, and adds visual interest to the public realm. Further results of a visual preference survey completed by the Union Square community can be seen in Appendix XXX.

GET THE D PARCELS RIGHT

Development on the D Parcels is expected to meet design objectives that are a direct reflection of the values and preferences communicated by the Union Square community over the course the planning process. While the development objectives may not address every detail or concern, they are focused on common concerns surrounding scale, connectivity, storefront design, as well as architecture.

- Adopt the Union Square Neighborhood Plan as an implementation supplement to SomerVision.
- Require redevelopment to be consistent with SomerVision and neighborhood plan supplements.
- Implement building types into the zoning ordinance that reflect the infill buildings identified for the D-Parcels.

PRIORITIZE ACTIVE STREETS

The architectural design of the ground floor of buildings is the most critical piece of creating a place that people will love. Large buildings can feel like a seamless part of the neighborhood if storefronts are designed to invite interaction with the interior spaces, enliven the pedestrian environment, and provide a secondary, more intimate, source of lighting at night. Storefronts of narrow storefront widths and unique treatments break up and provide visual interest to the pedestrian environment that provides visual stimulation to our brains. To maintain the funk and honor the weird thats already found in Union Square, it is critical that new buildings do better than the usual large lobbies and repeating storefront treatments typical of so many new development projects in the Boston region. New development in Union Square must, instead, reflect the existing scale and patterns of the neighborhood.

- Limit the size of lobby entrances and the frontage width of large format uses.
- Establish minimum standards for storefronts as a frontage type in the zoning ordinance.
- Identify 'pedestrian street frontage' that requires active ground-floor uses.
- Provide guidance for the design of exceptional storefronts.

ESTABLISH A FLEXIBLE REDEVELOPMENT FRAMEWORK

In order to make complex projects like Boynton Yards meet the quality of place goals established by the community, the City must be able to assemble the land that will allow the street network, public spaces, and parking to be built to realize the community's vision. While the infrastructure in the core of Union Square must be addressed first, the work for Boynton Yards will not be far behind. At that time, the City will need to determine if a master developer strategy is required for Boynton Yards or, otherwise, develop partnerships and private transactions that are necessary for the implementation of the infrastructure needs for Boynton Yards

- Amend the Union Square Revitalization Plan and work with the Somerville Redevelopment Authority to acquire or exchange the land necessary to establish the street network and facailitate redevelopment of Boynton Yards.
- Identify funding sources, including District Improvement Financing, to create the street network in Boynton Yards.

Foster an Authentic Neighborhood

What are the compelling reason to be in Union Square today? What are they going to be tomorrow? Will those building Union Square be able to learn and adapt as the places grows? These are only a few essential questions that need to be answered to help ensure that Union Square remains an authentic place as development pressure continues to increase.

Union Square has become a center of innovation and entrepreneurship. Facilities such as Artisan Asylum, Greentown Labs, and Fringe Union were able to locate in the neighborhood's "post-industrial" buildings at cost appropriate rent prices so that these twenty-first century uses could be feasible. These organizations have also inspired and fostered the growth of a culture and a community in Union Square of makers, dreamers, builders, and businesses that collectively are stronger because of their proximity to each other. These facilities are unique not only among the Boston region but nationally making Union Square's appeal reach much further than Somerville alone.

Authentic places grow and adapt. They continue to change and yet each change further enhances the fundamental idea that makes that place special. As future projects move forward it will be important that they come online in an incremental fashion and that they allow for adaptation to occur over time. Authentic places are often shaped by the people that inhabit them, not necessarily the design of the buildings or public spaces. A passionate baker, restauranteur, or entrepreneur can take the most common of spaces, such as an aging paper warehouse, and transform it into a powerful economic engine for a neighborhood. Union Square has become a magnet for passionate people looking for space to make their dreams happen. The spectrum of activities these passionate people are doing ranges from gourmet donuts to high tech clean energy technology. Boynton Yards needs to be a place for these passionate people as well.

SUPPORT WHAT MAKES UNION SQUARE COMPELLING

Identifying what makes Union Square a special places to be will help to ensure those characteristics are respected and enhanced as growth occurs. If these elements that already make the neighborhood remarkable are used as framework to guide both public and private decisions then those plans for the future have a better chance to become part of what makes Union Square authentic. Pay attention to the spaces that already encourage people to linger. Success is not entirely about design; it is those activities and uses that people want and need in Union Square that will make it unique. Design supports these activities and celebrates the physical and well as social beauty of the place.

- Develop a comprehensive understanding of the physical, social, and cultural qualities that residents and community members identify as defining Union Square. Publish these findings so developers, planners, and designers of future projects can support this framework. Establish regular timeframes to update these findings to ensure change continues to sincerely support what makes the neighborhood compelling.
- Develop a framework to guide public and private housing development that supports a full spectrum of lifestyle choices as well as housing preferences to ensure both old and young, and everything in between, can be part of the local community.

PASSIONATE PEOPLE

The perfection of a person's craft, practice or trade is often times more important than the space in which this activity occurs. Those places that have these types of spaces that support passionate people are often times more authentic. This is not only about artists, but any number of passionate people ranging from the scientist visiting their lab at 3 AM to monitor an experiment, to an entrepreneur starting a fair trade, chocolate factory. In order for these startups and passionate people to continue to locate or remain in Union Square appropriate rental rates and great variety in the size, shape and location of spaces must be available.

- Establish clear incentives, such as rent subsidies, tax incentives, etc., for startups and other creative economy businesses to locate in Union Square.
- Fund a study to develop a better understanding of how City policies can support local manufacturing and production in the Fabrication areas of the neighborhood.
- Make it easy for co-working, co-making, co-producing, and other hybrid business formats to establish themselves in Union Square through clear zoning, expedited permitting, and low or zero fees for starting or locating a business in the neighborhood.
- Create a Pop-Up program to support the short term, temporary occupancy of vacant spaces in the neighborhood so that start-ups and entrepreneurs can easily test retail and business ventures with little initial investment in real estate.

ADAPT & ENCOURAGE COOPERATION

There is evidence of volunteerism throughout Union Square. Yet this spirit of neighborhood involvement can be more explicitly integrated into how decisions are made within the City and help build a stronger community. A cooperative and incremental approach to development, guided by a comprehensive understanding of the values of Union Square, can lead to results that are far more sincere than generic changes that can result from a lack of a strong hands-on community approach.

- Require that redevelopment occur in phases and at a scale that encourages an increment that is both human scaled and related to the pattern found throughout Somerville's existing urban fabric.
- Institute a Tactical Urbanism approach (test, measure, learn) to ensure the design for investments in public space and street improvements are fully supporting the requirements of the local community.
- Create a clear organizational structure for sustained communication between all involved parties to make information transparent between the community, business owners, developers, and the City.
- Measure short term installations with the expectation that successful efforts will lead to policy changes.
- Develop a clear plan to incorporate community space into new development in Union Square that is provided free or at discounted rates to community organizations.

BE PATIENT

City building takes decades. Even though Somerville is experiencing significant development pressure, patience will still be needed to ensure the remarkable character of Union Square is not lost. Long term gains for both the community in the form of new parks and public benefits, for the City in the form of increased tax revenue, and to the private sector in the form of investment returns will require a longer investment horizon.

- Institute programs to encourage investment in local businesses.
- Work with State departments to align liquor laws & licensing to support the creation of a greater number of small establishments.
- Change the sidewalk seating permitting process to make it easy for cafés and restaurants to offer outdoor seats.
- Implement incentives to encourage cafés and restaurants to put their outdoor seating out earlier in the spring and later in the fall.
- Develop streamlined permitting to support community driven change.

A LIVING CULTURE

There are a number of small and large places in Union Square that help to connect people around common interests, useful skills, or shared experiences. Union Square is also unique because one can find products for sale in the neighborhood that are actually produced in the neighborhood. Improving the connections between these knowledge centers, businesses and organization will help strengthen the culture of Union Square. Care should also be given to making sure newcomers are able to connect to these organizations to help them thrive.

- Resources need to be committed to studying and supporting the economic development of these local manufacturing and Creative Economy businesses to harness the full potential of co-location and proximity to the major markets of the Boston region.
- Catalog local products and institute a "Made in Somerville" program to support the export of these products.
- Identify skill training opportunities that can support these local businesses.

6

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CONNECTING THE NEIGHBORHOOD

PHOTO PENDING FOR FINAL DRAFT

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Green Line Extension

Photo by Eric Kilby

The first of many proposals extending the Green Line through Somerville was put forward in a 1945 state-level commission on mass transit. It recommended that Green Line trolley service extend along the existing commuter rail right-of-way from Lechmere through Somerville all the way to Woburn. Core elements of this proposal were carried forward in subsequent studies during the 1960s, 1970s, and 1980s. The concept was simple and consistent: public investment in rapid transit service would connect residents to jobs and services. By the early 1970's, Massachusetts canceled most of the urban highway expansions (a notable exception being I-93 which opened in 1978) and focus transportation funds on transit programs.

Ironically, it would take one of the largest highway projects in American history to make the Green Line Extension project a reality. The "Big Dig" was conceptualized in the 1970s to improve traffic flow and unlock development opportunities in downtown Boston. Recognizing that the highway project would cause air pollution impacts particularly on the residents of Somerville, Medford, and Cambridge, the Commonwealth committed to several mass transit projects that would give area residents more transportation choices. Completing the Green Line Extension through Somerville was a key commitment.

Despite the legal commitments and economic benefits, engineering challenges, and fiscal uncertainty caused numerous delays during the planning and design of the extension. Not surprisingly, hundreds of Somerville residents and businesspersons have routinely come together to demonstrate support for the Green Line Extension to State representatives. In 2012, Governor Deval Patrick committed roughly $500 million in state funding for construction and a groundbreaking finally signaled the Extension would become a reality.

FULFILL THE PROMISE OF THE GREEN LINE EXTENSION

In 2014 and 2015, bridge and track work for the Green Line Extension were under way. In early 2015, the MBTA and the federal government signed a full funding grant agreement to fund half, almost $1 billion, of the GLX project with a match from MassDOT.

However, in the late summer of 2015, MassDOT announced that the price estimates for the Union Square spur and Washington Street stations were $400 million over budget. If that cost was extrapolated, that would make the entire GLX almost a billion dollars over budget when complete. Since that time, the City has been working with MassDOT to address the cost overrun and keep the Green Line Extension moving forward. The State Transportation Secretary along with MassDOT have announced that they will have a plan to move forward put together by November of 2015.

- Continue to work collaboratively with the MBTA, and their team of designers and contractors, to develop a cost appropriate solution to the current cost overruns.

Transit for the Future

With the Green Line stations in Union Square moving toward reality, the community has already begun to think about where other transit opportunities exist. Inter-urban connections, such as installing passenger rail on the existing Grand Junction Line (or the "Yellow Line") have intrigued transit planners and would provide additional benefits for Union Square by connecting the neighborhood directly to East Cambridge, Kendall Square, MIT, Allston, Boston University and, perhaps, even to North Station or Everett. Extending the Green Line from Union Square to Porter Square would further connect the MBTA system and provide easier access to points in Cambridge and communities along the Fitchburg rail line. In both cases, rail right of way already exists that is currently used for wither the Commuter Rail or moving trains between North Station and South Station.

EXPLORE OPPORTUNITIES TO EXPAND REGIONAL RAIL INTO UNION SQUARE

Somerville can take the lead in looking for additional opportunities to expand rail and enhance the economic opportunities in the transformational districts using new rail to link future job centers to existing employment and institutional hubs.

- Collaborate with key stakeholders in the Greater Boston area to conduct a feasibility study for introducing passenger transit along the existing Grand Junction rail line as well as an off street bike path.
- Engage a value capture study along the Grand Junction line to determine the viability of privately funding the creation of the stations, passenger rolling stock and ancillary facilities.
- Review future transit projects with the Department of Capital Projects to ensure that any infrastructure investment does not preclude transit expansion.

Intermodal Hub

Union Square is already a burgeoning mobility hub, with bus transit, good sidewalk coverage, and some bicycling infrastructure including Hubway. The Green Line extension will bring high quality transit to the square on Prospect Street, and allow centralization of services. An intentionally planned mobility hub at the Green Line station will integrate elements such as car share, bike share, ride share, and shuttle services with the Union Square Station to extend the reach of transit services. Providing these integrated mobility options will enhance the connectivity of the local transportation system, while reducing dependency on automobiles, traffic congestion, vehicle emissions, and demand for parking.

- Signage and maps to direct travelers to nearby Hubway, carshare, bicycle parking, and bus services
- Placemaking elements that encourage walking, enhance the experience of those waiting for transit, and inform travelers about local amenities
- High-quality bus transit facilities such as heated shelters, lighting, trash receptacles, benches, and countdown timers
- ADA-compliant sidewalks and curb ramps to facilitate wheelchair access
- Encourage private services such as Bridj and shuttles to stop at the mobility hub

Cycling as Transit

Union Square is in close proximity to area employment centers and amenities but can sometimes feel afar when evaluating the best transit option. Residents and visitors of Union Square enjoy reduced travel times and more reliability than many other travel modes to the square. Plus, free parking! There are four types of bicyclists to keep in mind, Strong and Fearless (<1%), Enthused and Confident (7%), Interested but Concerned (60%), and No Way No How (33%) (Portland Department of Transportation). Cycling is no longer just for people wearing spandex. The cycling infrastructure should accommodate users of all abilities.

COMMIT TO TRULY PROTECTED FACILITY TYPES FOR BICYCLES

One of the biggest reasons that people do not choose to ride for transportation is because of fear. The vast majority of cyclists are most comfortable when they are separated from vehicular traffic.

- Plan cycle tracks first and foremost where the street right of way is feasible.

CONNECT UNION SQUARE TO THE REGIONAL OFF-STREET PATHS

Existing paths, cycle tracks, and bike lanes should be connected to the regional off-road network by establishing new paths or strengthening existing paths.

- Engage the rail corridor ownership, other funding partners, and abutting landowners to further test the feasibility of the community path running along the Fitchburg Rail Line corridor.
- Commit to developing a more detailed corridor study that further establishes the city's comprehensive vision for the rebuilt McGrath Highway as an urban boulevard incorporating bike and pedestrian amenities.

INVEST IN BIKE SHARE

The denser the network of bike share station will help to enhance cycling as an option for both short and long trips.

- Require development projects to provide and maintain service agreements for new Hubway stations strategically located throughout the Union Square plan area.
- Locating a Hubway station at or across the street from the Green Line
- High quality bicycle parking for both long- and short-term needs

Create Transit Comforts

Riding a bike and walking should have as many perks and rewards as driving. Union Square can be a national leader in providing transit upgrades, similar to the vehicular version of heated seats and sunroofs.

IMPROVE THE EASE AND PREDICTABILITY OF RIDING TRANSIT

The anxiety in public transportation is usually caused by the unknown. Apps have started to close these gaps but there's still room for improvement.

- Place smart & real time transportation information at places where travelers are changing modes to encourage better public life and social connections when transferring, waiting, or arriving to Union Square.

BUILD IMPROVEMENT TO TRANSIT INTO FUTURE PROJECTS

Working with the Departments of Transportation and Infrastructure and Capital Projects, along with partners like the Somerville Bike Committee and Somerville Transportation Equity Partnership, will identify furniture that improves transit experiences. These amenities are essential to making transit an attractive option and these need to be included in infrastructure projects. For transit riders this may include covered bus stops, wireless connectivity, and adequate lighting. For cyclists this could include foot rests, bike wheel ramps, racks, and water fountains.

- Commit to including the small details that enhance bicycling, walking, and bus/rail ridership in all future projects.

Bus Transit that is Great

With the arrival of the Green Line, the MBTA will need to update and enhance bus service in Union Square. There are several basic transit principles that should be observed when planning effective, efficient and user-friendly bus services through the square, including:

BUS SERVICE SHOULD BE ORIENTED TO THE GREEN LINE STATION

MBTA bus service is typically oriented towards transit stations, with much of the existing Union Square service ultimately headed to Lechmere or Sullivan. The opening of the Union Square station creates opportunity to reorient this service.

- Advocate for the 87 bus route to terminate at Union Square Station

CAPTURE AND REINVEST TRANSIT SAVINGS

Reorienting service to Union Square may create service savings as routes could be shortened. Savings created should be reinvested in enhanced frequency for routes serving an expanded, denser Union Square. Connections to Sullivan in particular should be enhanced.

- Advocate for the resources of the 80 bus route to be reallocated to other routes as the Green Line Extension comes on line.
- Advocate for adjustments to the 85 bus route so that it connects Union Square to Assembly Square and Kendall Square.

SERVICES SHOULD BE WELL-COORDINATED

Multiple bus routes and the Green Line timing should be coordinated whenever possible. Stops should be spaced appropriately to balance convenience and speed so that buses are not stopping too often in Union Square. Fewer, but better, stops.

CONNECT BUS STOPS WITH POPULAR ROUTES TO TRANSIT

New pedestrian desire lines accessing the Station as well as the connection to these routes have been incorporated into the Union Square Neighborhood Plan. Bus stops should be located to take advantage of these connections while not impeding traffic or curbside operations.

ROUTES SHOULD BE SYMMETRICAL

Operating in the same alignment in both directions makes it easy for riders to understand.

- Advocate for the MBTA to adjust stop locations so that they are, generally, aligned on both sides of the street.

BRANDING AND INFORMATION ARE CRUCIAL

Provide effective information in ways that will reach all potential riders. This includes signage in the buildings.

ADD AMENITIES

Shelters, benches, covered waiting areas as part of buildings, should all be part of the transit experience and be as seamless as possible. Permanent bus amenities and facilities are a great opportunity to attract ridership and incorporate featured route branding. Elements such as bus stop signs are essential so that the public can understand where the bus goes, but features like benches and shelters can improve the customer's experience of transit; riders will be more comfortable if they have a protected place to sit and wait for their bus.

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REMARKABLE STREETS

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PHOTO PENDING FOR FINAL DRAFT

Safe and Comfortable

From December 2010 New Urban News. courtesy of Cara Seiderman. City of Cambridge

Everyone in Union Square should feel safe and comfortable on the neighborhood streets at all times. This means designing and regulating for security, as well as for physical sensation. Comfortable streets mitigate temperature extremes and the impact of adverse weather while protecting people from nuisance including glare, noise, and dust.

USE A SYSTEMS BASED APPROACH TO ANALYZE THE NETWORK

Planners, designers, and traffic engineers have an array of tools at their disposal to make streets safe and comfortable for all users, but it is not a one-size fits all process. Changing one street impacts the surrounding network, requiring a systems-based approach, or comprehensive analysis, of the street network.

- Advocate for funding of a city-wide Mobility Plan.
- Identify and prioritize short- and long-term street improvement projects in the annual Capital Improvement Plan.

LOWER VEHICULAR TRAVEL SPEEDS TO 20 MPH

If Union Square is going to be a leader in prioritizing walking and biking, vehicular traffic speeds must be slowed. "Neighborhood Slow Zones" reduce traffic speed from the standard unposted speed on neighborhood streets from 30 mph to 20 mph. This reduction in speeds by 10 MPH represents the critical difference between life and death, with a demonstrated 42% reduction in road casualties. Neighborhood Slow Zones should be applied throughout the Union Square neighborhood, with gateway signage and markings put in place to indicate to drivers that they are entering these zones. Traffic calming should be installed to create visual friction on streets with on street parking, speed humps, speed tables, parking lane planters, chicanes, pinch points, raised intersections, among others, effectively slows traffic. (See Streets as Shared Space).

- Petition the legislature to allow a reduction of the speed limit to 20 miles per hour.
- Fund traffic calming installations and improvements for all types of streets in the network.

REDUCE COLLISIONS TO ZERO

The sentiment that "no loss of life is acceptable" due to vehicular-bicycle and vehicular-pedestrian collisions is increasingly known as "Vision Zero." A number of tactics can be utilized based on the work of other cities both in the U.S. and abroad. These range from lane width reductions, better use of traffic control devices as well as greater surveillance and education. For example, when all drivers moderate their speed to come to a complete stop at a four way stop sign the intersection is safe for all users as opposed to signals that inadvertently decrease driver attention to other users.

- Petition Board of Alderman to adopt Vision Zero Policy to raise public awareness.
- Establish design standards that promote safety in the city-wide Mobility Plan.

Interesting and Useful

In Somerville, streets do not connect 'A' to 'B' but instead are part of the experience. These experiences should be multifaceted but always enjoyable.

ENCOURAGE LIFE IN THE STREETS

As street life increases, so will the economic vitality of the neighborhood. Street improvements often proceed economic growth. Vibrant streets engage people commuting to and from work and can draw in people to shop and dine in Union Square. This pleasant street life in turn increases demand for commercial space and helps to grow the neighborhood's vitality.

- Adopt a Street Life Ordinance to streamline the permitting process for public life enhancement in the right of way such as sitting, selling, advertising (sandwich signs), growing, etc. (See Resilient Local Economy)

USE INFILL DEVELOPMENT TO CREATE A COMPLETE PEDESTRIAN EXPERIENCE

Special consideration must be given to the pedestrian along a number of critical streets throughout Union Square. These pedestrian streets need active ground floor uses to activate the space and spur economic growth. (See Incremental Human Scale Development).

- Update the zoning with priority corridors for pedestrians and strong street-level standards.
- Further advance a redevelopment plan for the land use along McGrath Highway to better inform the ongoing MassDOT redesign of the corridor.

IMPROVE THE STREET NETWORK

Much of Union Square has a pattern of streets and intersections that establish a block size that is of a scale that is easily navigated by foot. However, there are a number of residential blocks and those adjacent to the Fitchburg Rail Line that are significantly too large in size. These superblocks discourage walking and create barriers for accomplish a variety of other goals found in this plan. These large blocks should be decreased in sizes where possible to create a safer and more visually stimulating neighborhood.

- Adopt zoning regulations that limit the distance between new streets.
- Identify and prioritize vital streets and pathway connections in the City's annual Capital Improvement Plan.
- Advocate with MassDOT to build the new crossing from Boynton Yards to Charlestown Street Extensnion through to the existing site where Target is located.

DESIGN STREETS TO FIT LOCAL CHARACTER

Streetscape improvements which reflect the neighborhood's character will further support Union Square as a remarkable place. These local design touches must meet the needs of the project as well as contribute to the authentic character of Union Square.

- Work with the community to select materials and minor design details.

Green and Growing

Green streets are integral to long term sustainability because they enhance the urban ecosystem by strategically integrating natural and engineered stormwater management solutions into the design of our streets. In the face of a rapidly changing climate, urban infrastructure must absorb and facilitate natural systems in a sustainable way. Green infrastructure is one part of an broader approach to building a healthy neighborhood, but it alone will not solve the infrastructure inadequacies in Union Square or be enough to mitigate the impacts of climate change.

REDUCE THE URBAN HEAT ISLAND EFFECT

Union Square and the City of Somerville are significantly warmer than surrounding rural areas due to the modification to land surfaces. This increase in warm leads to increases in electrical use in the summer for air conditioning as well as decreases walking by increasing the ambient temperature of the city's streets. Installing healthy street trees can create a canopy for shade, filtering sunlight, lowering the ambient temperature and improving air quality, as well as help calm traffic and define street and pedestrian space making them more comfortable for pedestrians and cyclists.

- Increase the tree canopy in Union Square through the Somerville Urban Forest Initiative (See The Human Scale).
- Require the use of high albedo paving materials to reduce heat gain.
- Establish clear signage and enforcement for no idling zones.

REDUCE STORM WATER RUNOFF

Water is an important part of Union Square economy. How the neighborhood drains and keeps water from disrupting daily life is an essential part of the economic prosperity of the neighborhood as well as the community's commitment to being green. The city needs to examine a variety of approaches to handling water in a smart fashion. A systematic approach to these improvement must be plan and funding established through public as well as private sources such as establishing a fee based on a property's permeable surface area and infiltration amounts. The city needs to also explore retrofitting city owned hardscape and paving to permeable surfaces to decrease the need for pipe and pump solutions to local recharge and flooding events. These approaches need to be established in a clear guideline to inform the design of new projects and retrofitting existing areas.

- Develop clear funding plans for separating the City's storm water and sewer systems.
- Establish clear policies for context sensitive storm water recharge at the local level.
- Establish permeable surface requirements for city owned hardscape areas.
- Establish policies that reduce the need for paved area for parking such as parking maximums.
- Increase the pervious area requirements in the residential areas of the neighborhood.

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A MOBILITY REVOLUTION

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Mobility Planning & Analysis

In Union Square, we cannot assume that one adult equals one car or that one job equals one trip. Transportation planning in dense urban environments is much more nuanced than standard metrics and modeling used across the country. The city is developing a methodology for planning the mobility systems in and around Union Square that reflects the urban context that is Somerville and the community's vision for the future. Throughout the neighborhood planning process, the City has worked to develop a more accurate evaluation of vehicle trip and parking generation.

Accounting for characteristics and context variables helps right size development and avoid seas of surface parking or wide streets that are not human-scaled. The City worked to create methodologies for traffic impact analyses that are replicable and relatively simple. In the future, the City should monitor transportation research as better traffic modeling tools become available. This approach should be used throughout the neighborhood.

- Increase overall person trips in Union Square's mixed use environment – i.e. the office worker who can step out for lunch and a quick errand or the resident who runs out for coffee in the morning.
- Within Union Square's live-work environment allow many trips to be internally captured.
- Utilize the existing low drive alone commute mode share (39%) as well as public input from residents and visitors who want to walk, bicycle and ride transit in Union Square.
- Utilize the current and future rich level of transit service, walkability and bikeability.
- Ensure that Transportation Demand Management (TDM) requirements are built into Somerville's future zoning code.
- Support Union Square's "park once" environment where one parking space can serve multiple uses.

Parking as a Resource

The best and highest use of above ground space in Union Square is not parking. Parking is a commodity, and as such, should be dictated by market demand and the private sector, not by suburban parking standards that have been copy and pasted across the country. Somerville can be a leader in setting a new standard for how cities deal with parking, moving away from a system that requires minimum standards on individual lots. Instead, the City can allow landowners and developers to determined their parking needs or have them pay into a centralized parking fund for centralized facilities throughout the neighborhood. When needed, parking should be accommodated in a way that understands that people, and not car storage, is the priority of the neighborhood.

USE A DISTRICT BASED APPROACH

A district-wide centralized shared parking strategy is needed to reduce the inefficiencies and economic challenges created by parking standards applied to individual lots. Somerville has an opportunity to play an active role in creating a strategy for analyzing and accommodating strategically-placed garages that can handle the parking needs for the entirety of the Union Square commercial core. Parking should be directed to the extent possible into centralized, shared parking facilities that are not visible from the public realm. The location of these garages has already been determined as part of this Neighborhood Planning effort and tested by transportation consultants. This work should be formalized through the the redevelopment parcel master planning process being facilitated by US2.

- Locate parking facilities strategically to serve multiple sites.
- An emphasis on safe, walkable environments from parking facilities to multiple destination clusters
- Parking management facilitates parking for multiple trip purposes
- Balance between the needs of short-term and long-term parkers

ENCOURAGE SHARED PARKING

Sharing parking between uses is not only a more efficient use of land area, it also provides financial benefits to developers, tenants, residents, employees and visitors who do not have to bear the financial burden of constructing extra spaces. Sharing parking accounts for staggered demand peaks – spaces used for a bank during the day can provide parking for residents at night. It also allows for parking efficiencies from "internally captured" trips – a Union Square visitor may park and visit a coffee shop, bike repair store, and a local office by parking in just one parking space The City should also consider establishing a central parking authority to help manage all parking resources within the neighborhood. This authority should start with the management of Union Square garages that will come online with the development of Boynton Yards and the Redevelopment Parcels.

- Conduct a feasibility study to explore the formation of a Parking Authority.
- Encourage shared parking, not only through zoning, but by actively brokering partnerships with private property owners.
- Evaluate parking needs by land use by time of day and day of week.
- Minimize parking restrictions and reserved spaces.
- Use signage to indicate parking availability

for general uses.
- Work with nearby landowners to create an efficient parking system.
- Evaluating parking demand at regular intervals and adjust the program as demand changes.

MODERNIZE OFF-STREET PARKING REQUIREMENTS

For the majority of land area in the city, parking requirements are tied to bedroom counts. This approach does not accurately reflect car ownership in Somerville. By making parking a commodity, developers can build as many or as few parking spaces as they believe consumers will purchase.

- Adopt parking standards that encourage the use of walking, bicycling, and public transportation instead of motor vehicles.
- Unbundle residential parking from the lease or sale of the unit.
- Allow shared and/or off-site parking between uses to minimize the amount of development area dedicated to parking.
- Introduce metering or leasing programs to encourage property owners to share resources.

IMPROVE PARKING MANAGEMENT

Managing parking demand requires a comprehensive approach to the entire system. The spaces "out front" are inevitably more desirable than those in a garage slightly farther away. Creating a comprehensive parking system instead of ad-hoc regulations will provide the underpinnings of the Neighborhood Plan.

Industry standards say that an optimal on-street parking occupancy rate is 85%. Parking occupancy should be monitored on a regular basis to identify areas where parking utilization is highest and opportunities for different management strategies may be warranted. Smart parking meters are one way to maintain a simple, yet modern system that can measure usage and be easily programmed for different times and rates. These meters can be used on-street, in surface lots, and in garages with available spaces indicated on hand-held devices.

- Explore demand based pricing of parking meters to achieve an 85% occupancy rate.
- Reinvest parking meter revenues for transportation improvements in Union Square.
- Price parking to create availability - areas of higher demand should be treated as such (with a higher price per hour), and areas of lower demand should be cheaper or free.
- Monitor parking utilization regularly and adjust pricing accordingly.
- Upgrade payment technology to customer-friendly options that accept a variety of payment methods.
- Use visible, simple wayfinding signage to help visitors and residents alike find parking appropriate to their needs.
- Extend or eliminate time limits to allow customers to stay as long as they need.
- Work with employers to create a Transportation Management Association for Union Square to make taking transit, walking, and biking a desirable choice.
- Evaluate the permit system and update fees to match demand.
- Encourage multimodal access by providing bicycle parking, upgrading transit infrastructure such as benches and shelters, and ensuring all streets are ADA accessible.
- Create an Event Management Plan that provides for road closures and increased demand associated with special events.
- Allow and facilitate valet parking.
- Clarify parking striping and regulatory signage.
- Streamline parking management at the municipal level to facilitate a flexible system.

Mobility Management

Mobility management deals with the reality of how people choose to move through space. There is an opportunity in Union Square to reduce the demand for driving and parking facilities by increasing the capacity and efficiency of existing transportation infrastructure. Promoting a cultural shift toward walking, biking, and transit is critical. Implementing improvements that make people safer and more comfortable, walking down the street or to the parking garage, are paramount.

SUPPORT MODE SHARING ACTIVITIES

Somerville is fortunate to have a number of different commuting alternatives. However, one of the biggest challenges is the lack of clear and easy ways to find information on various transit options. Somerville should partner with local organizations and large businesses who can more directly provide information about commuting choices and offer strong incentives, including unlimited transit access, bike/walk rewards, and emergency rides home.

- Require mobility management plans for existing and proposed development that meets specific qualification thresholds.

PARKING THAT IS SAFE, CLEAN AND WELCOMING

Just like in any business operation, customer service is the name of the game. Parking should be no different. If customers don't feel safe, they simply won't use the parking. All parking facilities, but especially structures, must be clean, well lit, attractive, and maintained. Some operators offer additional premium services like valet parking, washing, and detailing. This is another example where the establishment of a Centralized Parking Authority could play a key role in the overall management of Union Square and Boynton Yard's parking facilities.

- Require parking structures to include lighting and creative art installations that help garages feel safe and welcoming.
- Ensure any public parking structures remain clean and well maintained.

TRANSPORTATION DEMAND MANAGEMENT (TDM)

Transportation Demand Management measures collectively work to change how, when, where, and why people travel. In particular, many TDM measures focus on reducing travel by single occupant vehicle, and instead shifting travel to more efficient modes such as bicycling, transit, and carpooling. TDM programs are a cost-effective method to reduce parking and vehicle demand while improving overall accessibility and sustainability. A suite of TDM strategies for Union Square and/or local developments will help maximize travel on the existing and future transportation infrastructure.

- Dedicate funding for the bicycle infrastructure improvements proposed in this plan which will encourage more visitors and residents alike to travel by bicycle to and through Union Square.
- Secure long- and short-term bicycle parking coupled with strategically placed repair stations to encourage people to choose to bicycle in Union Square.
- Hubway's ever expanding system should include several locations in Union Square. Bicycle sharing programs are particularly convenient for short trips and can extend the reach of local transit systems.
- Lighting, street furniture, and ADA-friendly design encourages people of all ages and abilities to walk rather than drive.
- Building managers in Union Square can provide subsidized transit passes to residents or employees to facilitate transit use. This can either be in the form of a tax-exemption program such as Commuter Checks or a direct payment program.
- Building managers, property owners, and tenants alike could coordinate to form a Transportation Management Association (TMA). This entity would market TDM programs and services throughout Union Square.
- Often coordinated through a TMA, Rideshare and Ride Matching help travelers with similar schedules find one another and coordinate rides.
- Guaranteed Ride Home programs provide a limited number of taxi rides or access to carshare vehicles for employees who may need to travel suddenly by car. Providing this service can often encourage travelers to choose another travel alternative on a more regular basis.
- Through a TMA or the City, provide information on TDM programs and travel amenities online and at local developments.

A VISION FOR THE FUTURE OF UNION SQUARE

This section of the plan presents detailed physical, master plans that illustrate a potential future for Union Square, building on the Big Ideas found earlier in this document. Within the Union Square study area there are a number of identifiable sub-areas that each have very different issues and opportunities. This section aims to detail a future that builds on the existing character, community, and cultural elements in each of these areas, and to keep Union Square authentic as it grows.

RESIDENTIAL NEIGHBORHOODS make up the majority of the neighborhood. The fabric of the neighborhood consists of mostly residential streets with single, two family, triple deckers, and a variety of apartment building types. The opportunities found throughout the neighborhoods consists of policy and regulatory recommendations that can help to improve day to day life and the function of the streets, as well as minor public realm interventions that can improve pedestrian and bike safety.

THE FABRICATION ZONE bounded by Park Street to Church Street and Somerville Avenue to Village and Dane Street, is made up of mostly historic mills and manufacturing buildings clustered around the rail road corridor. In recent years, the uses of these buildings has changed to represent some of the most creative and economically diverse uses in the neighborhood. The citywide zoning overhaul has created a new zoning designation for this area, the Fabrication district, in an effort to preserve the ability for these flexible building types to continue to accommodate important arts & creative economy uses, including manufacturers and fabricators.

THE CORRIDORS of Union Square's stretch along Somerville Ave, Washington Street, and Prospect Street. These principle corridors provide retail and service businesses for adjacent residential neighborhoods and serve as important connectors between various centers of activity within the neighborhood. It is critical that these corridors evolve in a way that thinks holistically about the design of the streets themselves and the potential of the property facing onto those streets to breath life and energy into the neighborhood.

THE CORE of Union Square's commercial district happens at the nexus of Somerville Ave, Bow Street, Washington Street, and Prospect Street. The public rights of ways throughout this sub-area offer a variety of opportunities for creating new public spaces and improving pedestrian and bike safety, making the core of the neighborhood more walkable. There are also several opportunities for small scale infill development and adaptive re-use of existing structures, but overall it is not expected that the overall character of this area will substantially change. The main plaza is a key portion of this sub-area which has the potential to radically improve the pedestrian, bike, and automobile connectivity and at the same time produce a significant amount of more useable public space for the community's use and enjoyment. The old fire station on the plaza can be a centerpiece to this public space, and an engaging building in the square.

The Core of Union Square includes six of the seven D Parcels, creating new investment within the Square and between the square and the new Green Line station. Development on these parcels hopes to strike a balance between satisfying the community's interest in expanding the tax base and ensuring that new growth seamlessly enhances the existing fabric of Union Square. These parcels will be the primary focus of US2's master plan for the redevelopment parcels. With that in mind, this plan has assembled a set of development objectives and policy recommendations for each of these sites based on community input given during the Somerville by Design process.

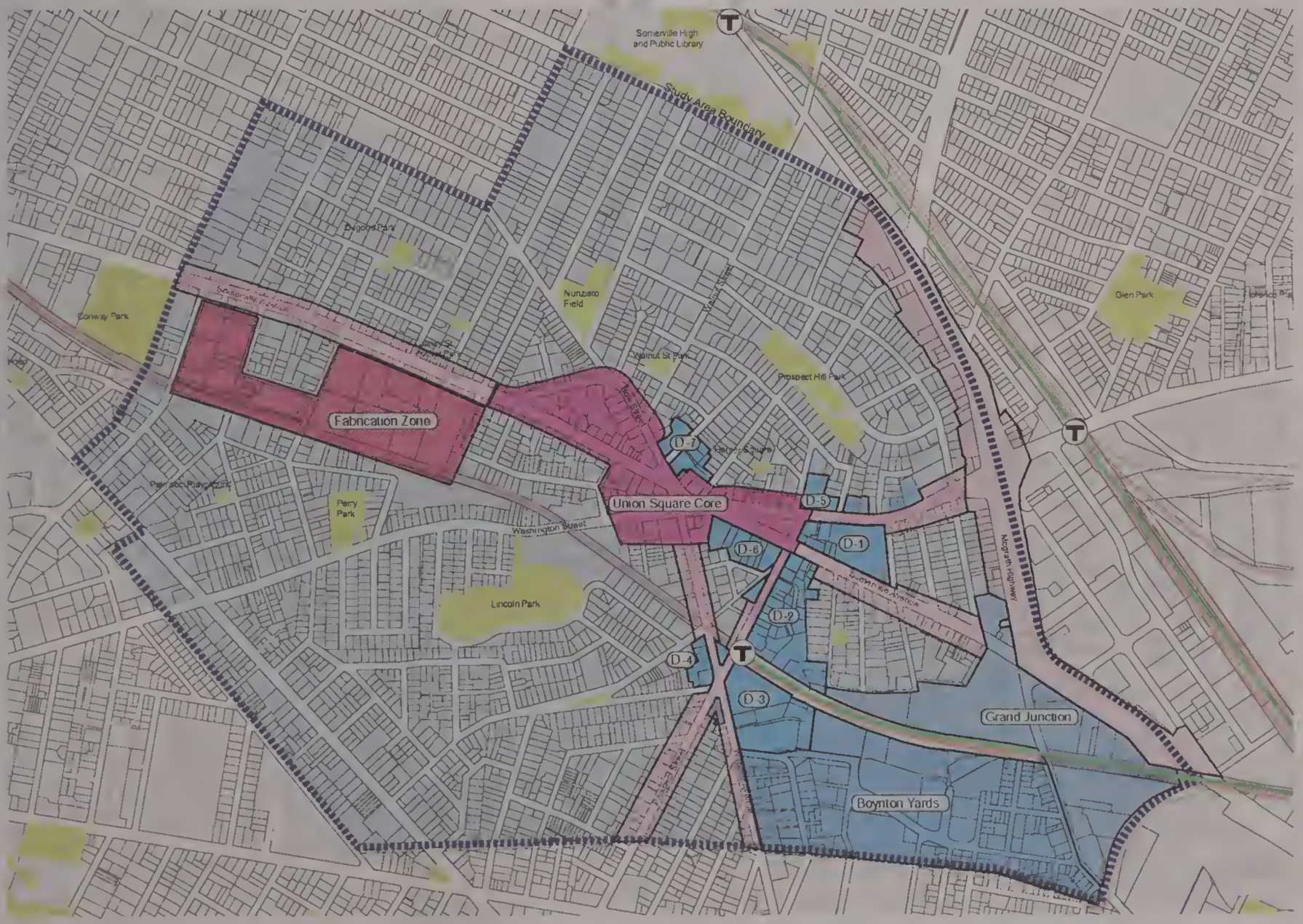
BOYNTON YARDS is an XXX acre large area south of the Fitchburg commuter rail right-of-way and is identified as an area to transform in SomerVision. Boynton is bound by Webster Ave and Medford Street from east to west and the railroad right to way and the Cambridge city line from north to south. Boynton Yards includes one redevelopment parcel (D3). Boynton Yards has the potential to not only generate jobs and tax base, but also provide a high quality public space that will become a loved place within the neighborhood.

GRAND JUNCTION includes several parcels on the east and west sides of Medford Street abutting the railroad right of-of-way, McGrath Highway, and Somerville Avenue. Grand Junction includes the Target site and what is commonly referred to as XXX. Grand Junction is also included in the transformation area identified in SomerVision.

MCGRATH HIGHWAY presents an important seam in the city that connects Union Square's transformational areas with the transformation areas of Brickbottom and Inner Belt. The grounding and redesign of this corridor has the potential to transform several gateways into Union Square and connect the neighborhood to the eastern half of the City.

REDEVELOPMENT PARCELS

Included within each of these plan areas is specific information about the seven Redevelopment parcels (D Parcels). The D parcel graphics illustrate key development objectives determined by the community during the Somerville by Design process. A critical part of this effort was identifying an efficient way to distribute development capacity across the seven of the D parcel sites. In total, XX square feet of development, including XX square feet of commercial development and XX residential units, is provided from the development of these sites. As these plans get built, development capacity may need to shift from one site to another. While this is acceptable, the development objectives have been put in place to provide very specific expectations related to particular aspects of each project, while still permitting a reasonable level of design flexibility. For each lot within a D parcel, the development objectives identify total development capacity and potential uses. Proposed total zoning capacity and proposed building types for each lot, based upon the proposed overhaul of the Somerville Zoning Ordinance, is also provided. For more information about the zoning overhaul, the districts, and the proposed building types, see Section XXX of this plan.



THE FABRICATION ZONE, THE CORRIDORS & THE CORE

THE FABRICATION ZONE
SOMERVILLE AVENUE CORRIDOR
THE CORE
WASHINGTON STREET CORRIDOR
PROSPECT STREET CORRIDOR

Fabrication Uses & Buildings

Somerville embraces artists and other creative economic activities both as a community and as a City. Whether it's a performance piece or a new widget (and everything else in between), the City acknowledges the importance of arts to the local economy and vibrancy of the community. Recently, Union Square has been recognized for its focus on the arts because it is home to many notable organizations: Fringe Union, Artisan's Asylum, and Greentown Labs to name a few. Many uses are clustered around the Fitchburg commuter rail line right of way. This is because old industrial and mill buildings lend themselves to the arts and creative economy uses by function and price point.

The City has recognized that it must play an active role to ensure the survival of these types of spaces that are ideal for arts and creative economy uses. Residents of Union Square have also expressed a clear desire to maintain the neighborhood as a creative hub, and provide ways to provide additional opportunities and incentives to entrepreneurs. In recent years, private enterprise and municipal government have aligned to support these creative enterprises. More must be done to support the continued growth of these post-industrial uses and work to keep these enterprises local.

The Fabrication district is central to accomplishing the goal of preserving and protecting space for arts and the creative economy. This is done by amending the zoning to map a district of places that are either mill and industrial building types like the alley garages on Somerville Avenue or buildings with arts and creative economy uses like 444 Somerville Avenue. Preserving space will help maintain a portfolio of buildings suitable for the creative economy. The Fabrication district also clearly defines the uses that are and are not allowed in the district. Under existing regulation, these uses are only allowed in industrial districts or where previous industrial uses existed. The Fabrication district allows the arts and creative economy and those complementary to it. It does not allow housing because the demand, and subsequent profit, of housing is too great of a market pressure that these spaces will not be preserved for the arts.

Citywide, mapping 28 acres of well-suited buildings into this zone could create and maintain over 3,000 jobs. Union Square has over 17 acres of the Fabrication district. In transformational areas, the City will continue to require larger scale development to dedicate a percentage of their floor area to arts and creative economy uses. The long term success of the Fabrication District, as well as Union Square, depends on a center for the creative economy for start-up, entry-, and mid-level businesses as well as flexible spaces that support the arts.

907

Somerville Avenue

The block of Somerville Ave between Church Street and Bow Street is a critical gateway to the core of Union Square. The plan for this section of street takes advantage of a better intersection design to reclaim a large amount of asphalt for sidewalk and public space.

1. What is currently a very narrow sidewalk on the north side of the street can be transformed into a grand sidewalk creating room for generous outdoor seating and retail opportunities as well as public landscaping.

2. Bike lanes are maintained and buffered to provide greater comfort for the less confident cyclist.

3. Currently, Somerville Avenue carries one-way traffic in the eastbound direction. Two-way traffic will help slow vehicular speeds and create a safer and more comfortable pedestrian realm. This change is also expected to reduce overall traffic congestion by creating a more rational two-way system throughout the square.

MARKET BASKET

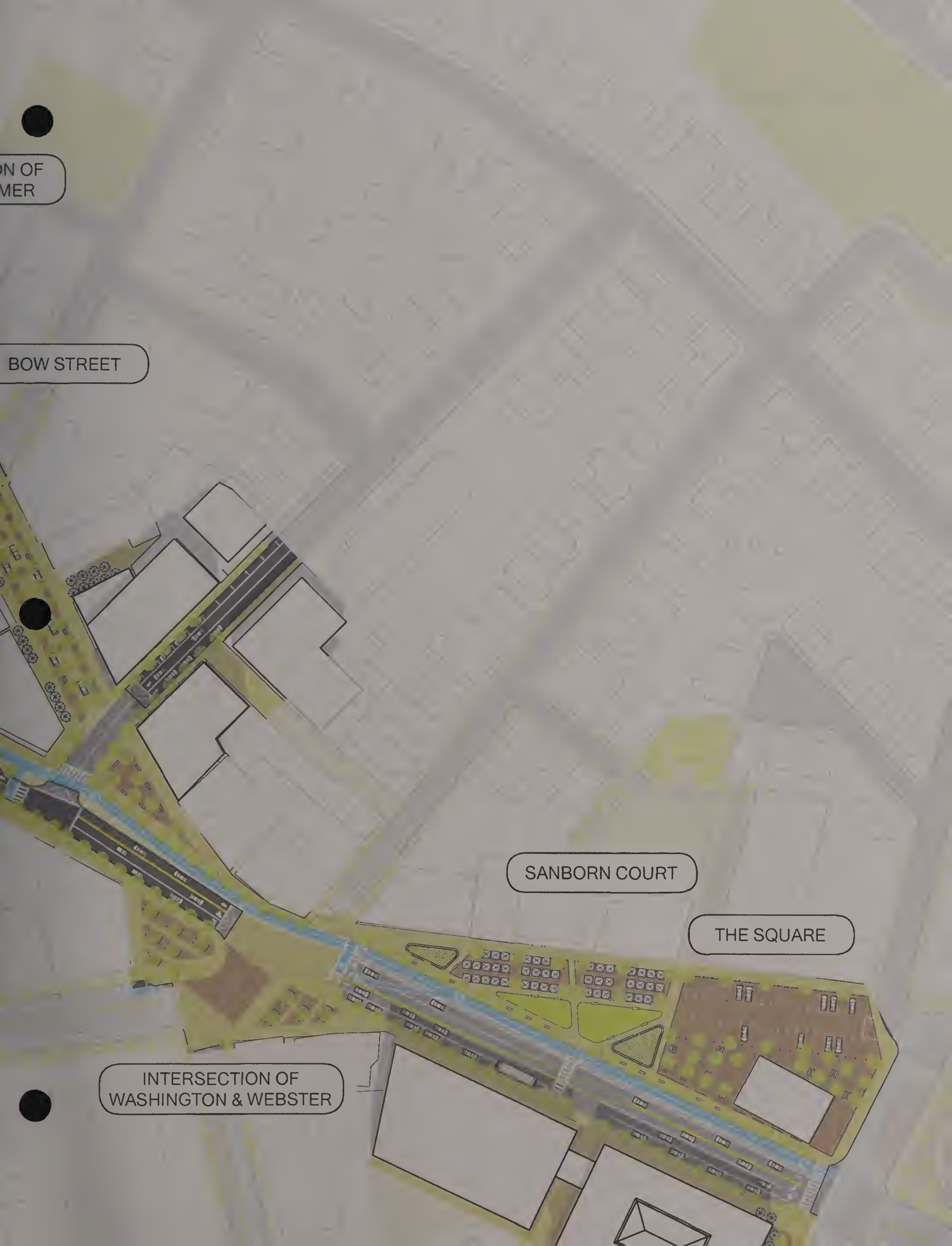
Union Square has a full service grocery store, a unique amenity that many neighborhoods in the Boston region do not share. Located between the Fabrication District and the core of Union Square's main street district is Market Basket, sometimes referred to as "the melting pot of Somerville". This long-time institution provides affordable groceries in a convenient, walkable location within the heart of Union Square. However, it also reflects an automobile oriented site design with a large parking lot that creates a missing tooth in the traditional fabric of Somerville Avenue.

The market is neither particularly welcoming for parking or for people on foot or bike. However, throughout the community there is an overwhelming appreciation for keeping this institution in the neighborhood. In its current form, the parking lot does not provide the neighborhood with a clearly accessible asset.

The City and Market Basket should work together to manage the after hours use of the parking lot for overflow commercial, or even residential, parking in the neighborhood. The City should also encourage Market Basket to develop shallow liner buildings or invite semi-permanent food trucks to bridge the gap between Union Square and the activities of the historic American Tube Works site in the Fabrication district.

THE CORE

SOMERVILLE AVE
INTERSECTION OF
BOW & SOMERVILLE
INTERSECTIO
BOW & SUM


ON OF
MER
BOW STREET
SANBORN COURT
THE SQUARE
INTERSECTION OF
WASHINGTON & WEBSTER

The Core

Union Square began as more of a crossroads. Washington Street once traveled through what today is a plaza and adjacent parking area, crossing with nearby Somerville Avenue. Looking back at old photos of Union Square, one will see that the large intersection of Somerville Avenue, Washington Street, and Webster Avenue functioned much like a large public space. Trollies slowly crisscrossed the street, pedestrians walked among traffic, and daily life for all of these people mixed together in the square.

So much of the community process on this plan has been about strategies to make the core of Union Square better. This includes making it better for existing and new independent retailers, friendlier for bicycling, preserving the funky character, creating better public space and, more importantly, making it more walkable.

Changes must respect the square's eclectic vibe, and its local-first slant, and allow it to remain a funky, affordable destination for everyone. During the planning process, there was widespread agreement that traffic patterns could be improved, remnant pavement could be captured for additional open space, and that streets could transform into places for people and civic life, while keeping Union Square unique.

With forthcoming improvements to city streets, intersections, and public spaces, the City anticipates making significant investments within the heart of Union Square. But these improvements must also incorporate sub-surface upgrades as well. The City must address storm water and sewer separation issues that have caused flooding in the square in the past. It is critical that surface level and underground improvements be designed together.

The City and it's private sector partners should continue to seek out Federal, State, and private funds to rebuild the Square and implement the goals of this plan.

REMARKABLE STREETS

Independent retail and restaurants thrive when they are located fronting on a slow moving, two way street with equal area for pedestrians and automobiles. The one-way section of Somerville Avenue between Market Basket and Bow Street needs to be converted back to two way traffic so that this street can function as Union Square's "main street". Converting this section of the Street to two-way travel will require some design changes to other streets and intersections. But, the investment in this area will be worthwhile for the district. These road improvements will not only improve the health of retail locations, but will improve pedestrian safety on the street by slowing car travel.

INCREMENTAL HUMAN SCALE DEVELOPMENT

There are a number of small surface parking lots and aging structures with no historic significance in this area of Union Square. Policies that allow for these parcels to be built on with sensitive infill development will help to further enhance the public realm and vitality of Union Square. It is critical within this area new development be at a scale that is supportive of the one to four story character of the existing structures.

STREETS AS PUBLIC SPACE

Once Somerville Avenue is converted to two-way travel, Bow Street will not be required to carry as many cars. This opens up an opportunity for this street that is unique to Union Square. Bow Street is a picturesque section of curved street that is not found often in the Boston region. The varying architecture with residences, offices, shops, restaurants and cafes already make this a special street. With reduced traffic, Bow Street's wide layout can be used to create a vibrant shared space with slower moving traffic, more room for outdoor seating and more usable outdoor space.

There are a number of service yards and courtyards, such as Sanborn Court, found throughout the blocks in Union Square. These spaces offer a great opportunity to create more high-quality public space by enhances these areas with better lighting, paving and outdoor amenities such as seating. Looking to cities such as Melbourne, Australia and Edinburgh, Scotland where these cities have converted rear alleys into vibrant public spaces filled with restaurants, retail and cafes is a precedent for how Union Square can rethinking these under-utilized pieces of land.

BOW STREET

1. Bow Street will continue to have one-way traffic flow heading East.

2. Street parking will remain along the extent of the street, but will be organized in several different ways depending on the needs of the adjacent business. Parking can be diagonal or parallel to the street.

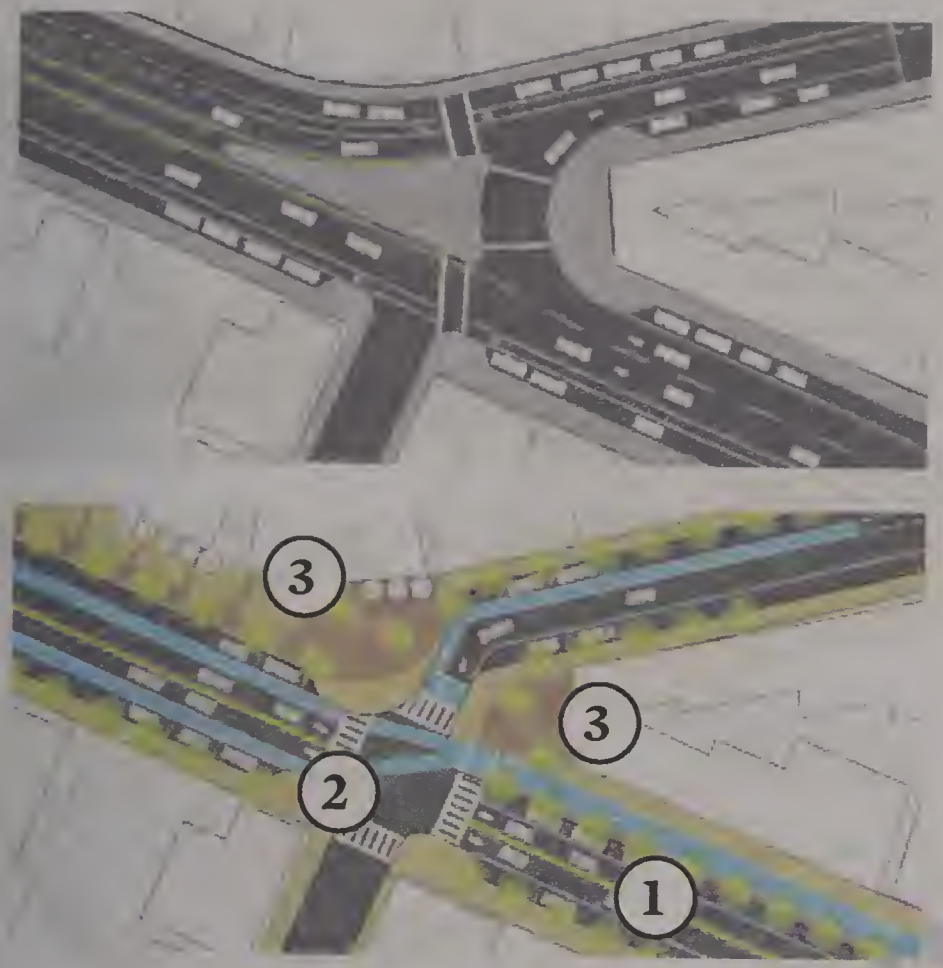
3. The addition of substantially more street trees will help to further enhance the beauty as well as function of the street. Trees will be coordinate with parking to act as a simple organizing structure for on street parking.

4. Additional space for outdoor cafes can be provided at various locations along the street. This can be accomplished by adjusting parking or by necking down the vehicular travel area to 14 feet, which will help to keep travel speeds slow. This improvement will provide substantially more value to business, as well as help to establish Bow Street as a regional destination for local food and drink.

Bow Street is an elegant curved street with a mix of architecture, including some of Union Square's most beautiful historic structures. The current mix of local business have evolved organically into one of the neighborhood's hip destinations for coffee, comic books, food, and artisan pastries. The street itself has the potential to become one of Union Square's most unique public places.

The neighborhood plan looks to redesign the street to not only provide local traffic access to the neighborhood, but also increase outdoor seating, increase pedestrian comfort and safety, and provide a flexible design that can adapt easily to the needs of the community, business, and seasonal events. Building on leading street design practices around the world, Bow Street can become a shared space that has a slow moving mix of car, bike, and pedestrian traffic. This street redesign can be implemented with little to no loss of parking, but with large benefits to public safety. Once Somerville Avenue is returned to two-way traffic the vehicle counts on Bow Street are expected to go from XXX to XXX per day making it an excellent candidate for taking advantage of the benefits of share space.

INTERSECTION OF SOMERVILLE & BOW



The intersection of Somerville and Bow is currently dominated by automobile movements, and specifically overly generous curb radii so that cars can maintain speeds as they circulate through the one-way loop. Redesigning this intersection can create additional public space at an important gateway as well as help to slow car travel speeds around what is now a dangerous turn.

1. Somerville Avenue returns to two-way traffic east of Bow Street. This conversion will help elevate traffic congestion through the square and slow traffic speeds for greater pedestrian and cyclist comfort. Two-way travel will also help to improve the commercial environment of the street strengthening this as a great retail location in Union Square

2. A rationalized 4-way stop provides shorter crossing distances for pedestrians and more clear navigation for cyclists.

3. Space captured from tightening up the intersection provides ample space for sidewalk cafes, or informal gathering.

INTERSECTION OF BOW, SUMMER, & WESLEY PARK

This is an important intersection where Bow Street transitions from buildings whose ground floor uses are predominately commercial to buildings that are more residential in character. The opportunity illustrated here creates more useable public space and regularizes what is now a confusing intersection.

1. Summer Street is realigned to meet Bow Street at a right angle. The curbs are extended to provide more pedestrian space and shorten the crossing distance.

2. This new public space is the perfect location for Bow Street to transition from a conventional street design to shared space creating a pleasant "bookend" with the new park to the main square on the Eastern end of the redesigned Bow Street.

3. Shared space extends to this intersection and transitions back to a more regularized one-way street, with two on-street parking lanes and a demarcated bike lane as it approaches Somerville Avenue.

4. By raising the level of the street as it enters this new public space, additional sidewalk space can be created to support outdoor retail uses and seating, as well as extend the functional area of the public space during special and seasonal events.

Development Parcel D7

The D7 site includes two parcels that flank Warren Avenue– today the site of the Goodyear Tire Store and the Citizen's Bank. These parcels form the gateway to Bow Street, contemplated in this plan as a new shared street. Though the parcels currently contain single-story buildings, historically there were four story structures here. With their proximity to the residential neighborhood and a short walk to the Argenziano School, the D7 parcels make particularly good residential sites, with first floor retail uses to activate this pedestrian street. This kind of residential and retail development would accommodate the kind of family housing opportunities needed in Union Square. While parking is tricky, it can be provided underground on-site along the rear of the buildings, or off-site on a nearby parcel. In the event that the nearby Reliable Market block is also redeveloped, circulation and parking would be easier to accomplish. With restoration of the nearby Barrister's Hall and the addition of the lost upper floors of the current East Boston Savings Bank building, the D7 development would return the Square to its historic height and density.

DEVELOPMENT OBJECTIVES - OPTION A

Parcel Divisions

- Each side of the D7 Parcel will be developed as two lots (D7.1 and D7.2 to the west of Warren Avenue and D7.3 and D7.4 to the east).
- An alley will be introduced into the eastern block to provide rear access for properties fronting onto Somerville Ave. The alley should be continuous (straight) and create an 'end cap' block type.

Lot Development

- Lot D7.1 will be developed as a 4-story mixed-use building.
- Lot D7.3 will be developed as a 5-story mixed-use building.
- Lot D7.2 will be developed as a four-story apartment building.
- Lot D7.4 will be developed as a five-story apartment building.
- Off-street parking for lots D7.2 and D7.4 may be provided as a surface lot, structured within a building, or located off-site.
- Off-street parking for lots D7.1 and D7.3 will be underground, in structures, or located off site.
- Front setbacks will be increased abutting Bow Street and Somerville Avenue to accommodate sidewalks that are at least 12 feet in width.
- Buildings developed for each lot (D7.1, D7.2, D7.3 & D7.4) must be designed by a different architect to ensure architectural design diversity. This does not prohibit a single Architect of Record for permitting.

OPTION B

With this option, each side of the street would be developed with one lot, D7.1 and D7.2, with frontage no wider than 200 feet each. All of the development objectives detailed above would apply, with the following changes: Lot D7.1 will be developed as a 4-story mixed-use building. Lot D7.2 will be developed as a 5-story mixed-use building. Off-street parking could be provided at grade if common block parking is created. If a continuous alley is not plausible, alley access should be introduced to create a 'common block' with a parking area shared between multiple lots.

Option A

Option B

BOW STREET TODAY

For being one of the most unique commercial Streets in Union Square, there is a surprising amount of land area committed to the storage and movement of automobiles. XXX% of the street is given over to the car and as the recent public life survey revealed this is one of the most active pedestrian section of Street in the area with XXX pedestrians per hour. It is common to see pedestrians jaywalking diagonally across the street, going from business to business, and often having to navigate quickly moving vehicles.

BOW STREET TRANSFORMATION

It is envisioned that Bow Street will continue to evolve as a collection of small scale, local businesses, cafes, and eating establishments. To support more people and businesses and the productive use of the land along the street, Bow Street could be rebuilt as a shared space that accommodates the friendly dance of automobiles, bikes, and most importantly humans. The rendering of the proposed redesigned street shows how the shared space might be designed. The level of the street would be raised to match the current sidewalk height, which gives psychological priority to the pedestrian. The surface, from building face to building face, would be built of ADA compliant modular pavers. Using a paver helps to give texture to the travel area, indicating to motorists that they need to slow down. The pavers are also a more sustainable material that can both provide permeability for stormwater infiltration as well as be re-used after periodic underground maintenance. It will be important that the final design for Bow Street is both utilitarian, flexible, and most importantly not too polished so that it is consistent with what people love about Union Square's today.

INTERSECTION OF WASHINGTON & WEBSTER

Today the intersection of Somerville Avenue, Washington Street, Webster Avenue, and Bow Street is considered one of the worst intersections to experience in Union Square. Consistently, community members highlight this intersection as poor for pedestrians, complex for cyclists, and frustrating for drivers. Today, this intersection dedicates a significant amount of space to park and move vehicles, many of which are passing through the square to get to other places. Crossing times for pedestrians range from XXX to XXX, depending on the route, which is far above that which is expected in a walkable neighborhood center. The city is currently preparing to convert Webster Street and Prospect Street to two-way traffic, which will greatly decrease the number of car movements turning left from Somerville Avenue onto Webster Street. This change will be the first step towards improving the experience of driving through Union Square, setting the stage for further improvements to this intersection.

A primary goal of redesigning the intersection is to provide shorter and safer pedestrian crossings so that people on foot can more easily navigate through the center of the neighborhood. The redesign of the intersection will help improve the connection between the square and the Green Line station. The second element of this redesign is the direct connection of Somerville Avenue through the intersection, creating a strong east-west driving route through the square. The third important element is to treat Washington Street and Webster Avenue as the third and forth legs of a four-way intersection. Utilizing large curb extensions, the design is able to organize the sequence of lights into XXX phases, essentially functioning as a conventional four-way intersection. This solution is elegant in its simplicity, making the intersection more intuitive for drivers while creating substantially more public space.

This redesigned intersection helps pedestrian and bicycle connectivity but it also improves the level of service for vehicles. Beyond the ideas in this plan, the City may also seek to explore a dedicated bicycle signal to improve right hand turns from Somerville Avenue to Webster Street or Washington Street. The City will also work with adjacent business owners and residents to refine the landscape design of these new plaza spaces to meet the needs of the community and reflect the character of the square.

1. A new plaza space is created where currently a channelized slip lane to Bow Street and an underutilized median now exist. It is proposed that Bow Street be accessed off of Somerville Avenue and not directly from the intersection. This helps to keep through traffic on Somerville Avenue and local, slower moving traffic on Bow Street. The intersection of Bow Street, Somerville Avenue, and Warren Avenue is elevated, or tabled, to connect the shared space of Bow Street directly to the new plaza in front of D7 and the Reliable Market.

2. Extending the existing plaza more than [doubles] the amount of public space currently found in this location today. Traffic turning onto Washington Street and Webster Avenue is handled through a traffic signal that coordinates all moves efficiently and improves travel times over the current scenario.

3. Additional space is added to the main plaza in Union Square by eliminating one eastbound travel lane on Somerville Avenue, which is not needed to maintain capacity as a result of one-way to two-way street conversions within the network.

4. By reducing the number of lanes on Somerville Avenue and changing the alignment of the street, it is possible to create a new plaza on the south side of the intersection. This new plaza provides much needed pedestrian space where currently there are only XXX-foot wide sidewalks.

5. The intersection is elevated to give priority to pedestrians and help to slow car travel. Elevating the street here also connects these new and improved plazas to the main plaza along Somerville Avenue creating a unified square that, from building face to building face, celebrates this area as a public square that safely moves cars, pedestrians, and cyclists.

SOMERVILLE AVENUE TODAY

Today a XXX% of space is consumed by the inefficient design of the intersection of Somerville Avenue, Washington Street, and Bow Street. Highway road design features, such as large turning radii and free moving right turn lanes, have no place being used at a critically important intersection of Union Square's commercial district.

SOMERVILLE AVENUE PAVEMENT TO PLAZAS

The proposed redesign of the intersection provided XXX% of area to pedestrians and cyclists and reduces the automobile dedicated space to only XXX% while at the same time improve travel conditions. Inspired by the historic images of this intersection, this redesign is back to the future where new plazas and unified paving design will allow for this intersection to transform into a celebrated public space during seasonal events and celebrations. In the rendering, you can see how the D7 and the D6 redevelopment parcels help to further define this important intersection as an extension of the main plaza.

The Square

Today, the square is consistently recognized as the social and cultural center of the neighborhood. It is surprising to consider that only a fraction of the available space can easily used for pubic activities. The design limitations are significant. Pedestrians can only use the parking area during events. The plaza has an elevated 6" curb surrounding two existing groves of trees and the land area under these trees is finished in rough cobblestones, discouraging any public use of this space. There are a number of improvements to materials and landscaping that would allow for the existing land area of this plaza to contribute far more benefit to the community, resulting in more than a XXX% increase in functional public space.

CREATING AN OUTDOOR ROOM

The Square should be conceived of as the space from building face on the north to building face to the south of Somerville Avenue. The design needs to unify the entire extent of this public space so that it functions first as a square, and second as a throughway for cars and cyclist. This is assisted by the overall reduction in traffic through the square, especially westbound on Somerville Avenue, once Prospect and Webster are converted to two-way streets.

1. Wider sidewalks are provided on the South side of Somerville Avenue to allow businesses there to compete and feel a part of the life of the square. On-street parking is provided along the sidewalk to shield pedestrians from traffic.

2. The cycle track running along Somerville Avenue will provide easy cyclist access to the Plaza. Bike boxes and dedicated bike signals will ensure safe bicycle movement through busy intersections surrounding the square.

3. An expanded mix of hardscape and planted ground covering is envisioned to not only provide flexible locations for large public events, such as the weekly the farmers's market, but also landscape features and rain gardens to increase the capacity for the Plaza to provide stormwater retention and infiltration.

4. The parking spaces that are currently accessed from Washington Street don't need to be removed, but the parking area needs to be rethought of as a public space that is parked on when it isn't being used for events. Seen this way, it becomes a part of the plaza. This mindset has already started with the Independent restaurant's curbside cafe seating area. To make this change, the parking area would be elevated to the same height as the existing plaza and materials similar to those in the main plaza would be used. The plaza area and parking area could then be delineated by bollards or other barriers to protect the pedestrians when cars are in the parking area. This allows the area to meet parking needs on an average business day but to become a seamless part of the plaza during activities.

5. SCATV will remain a part of Union Square, as a part of a new development. When SCATV is relocated and expanded to another facility, active retail will occupy the first floor of the old fire station, taking full advantage of the direct access to the plaza's public space.

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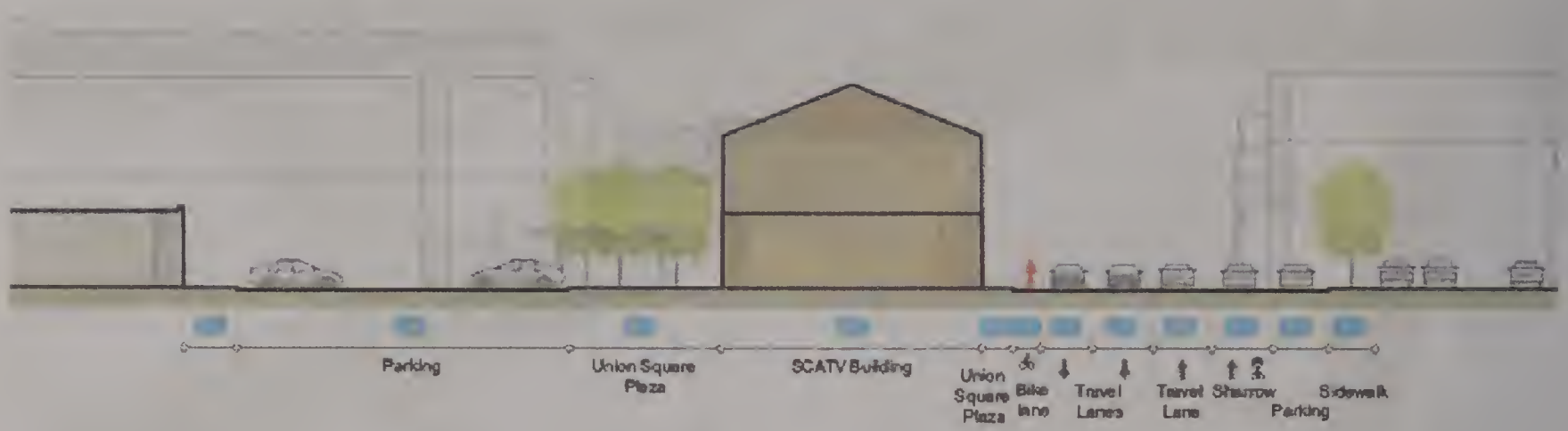
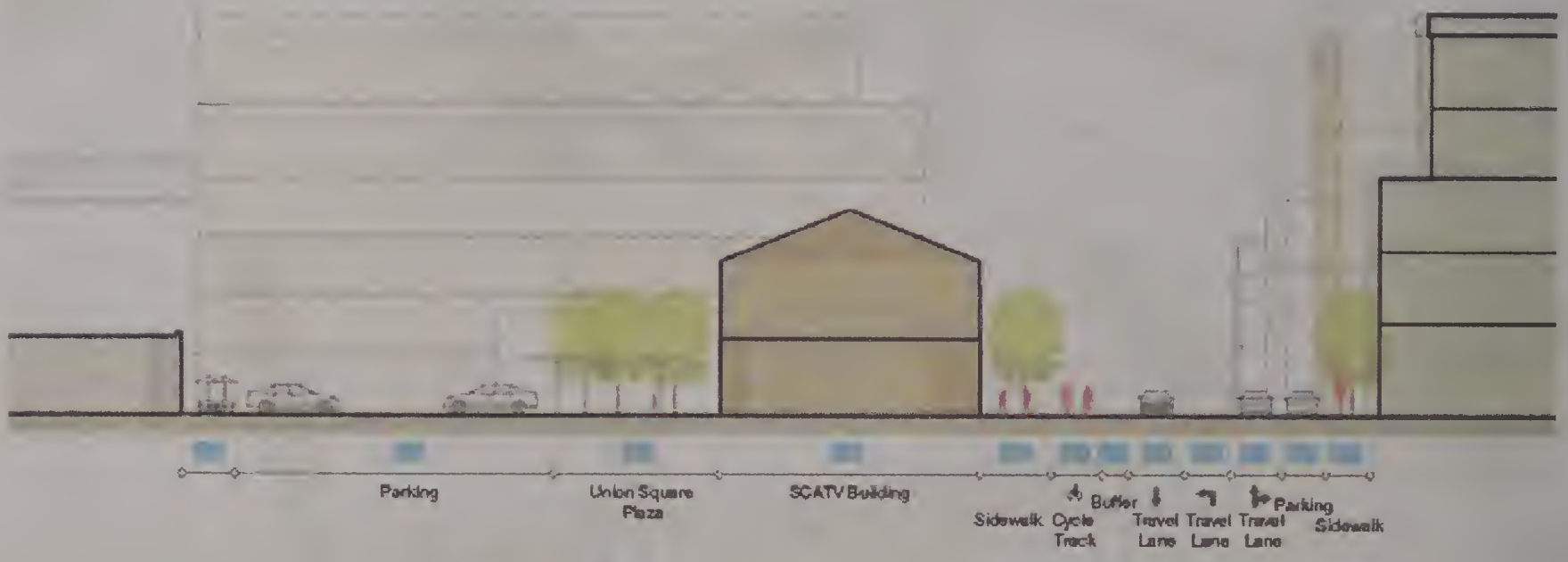
The Square

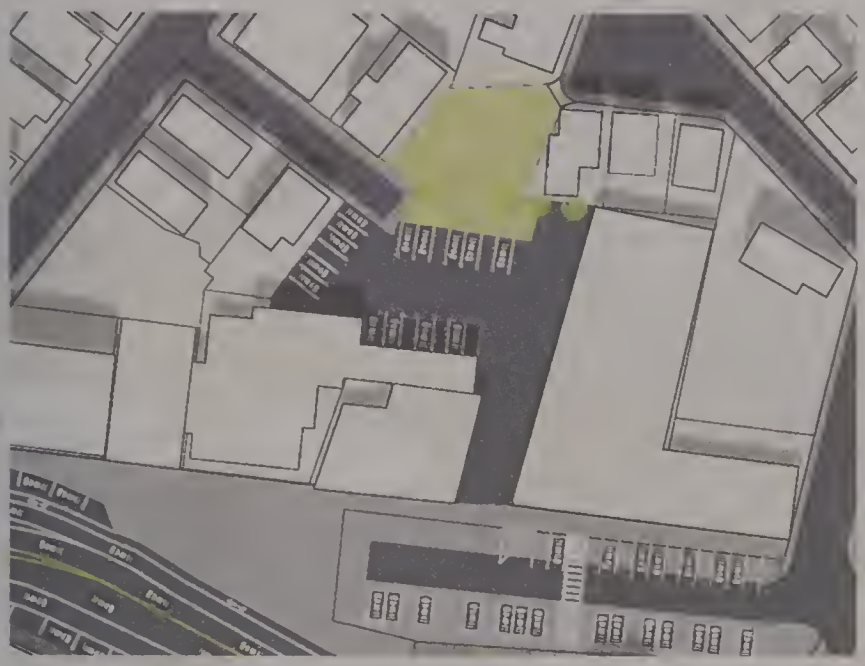




The plan for Union Square contemplates a shift in emphasis from movement and storage of vehicles to the movement and comfort of people. Travel lanes along Somerville Avenue are reduced to 10 feet to help slow travel speeds to 25 MPH, creating a safer and more comfortable environment for cyclists and pedestrians. Sidewalks are widened along the South side of the square to allow businesses there to also enjoy the option of sidewalk cafes.

The redevelopment of D1 and D6 are critical to further enhancing the character and experience of the Square. These two redevelopment parcels have been studied extensively to ensure that the proposed building heights are set to a level that is proportional to the size of the Plaza. At no greater than 5 stories, these two redevelopment sites will be able to provide significant new commercial and mixed-use development directly on the square, while also keeping within an acceptable scale that can complement the existing buildings found fronting the Square today.

SANBORN COURT



There are a number of service yards and courtyards, such as Sanborn Court, found throughout the blocks in Union Square. These spaces offer a great opportunity to create more high-quality public space through better lighting, paving, and outdoor amenities such as seating. Cities such as Melbourne, Australia and Edinburgh, Scotland, have converted these small lanes into vibrant public spaces that draw people into restaurants and shops, serving as a precedent for how Union Square can rethink these under-utilized pieces of land. The result in the organic evolution of this and other similar spaces, from a "back" to a "front", creating incredible value from remnant space.

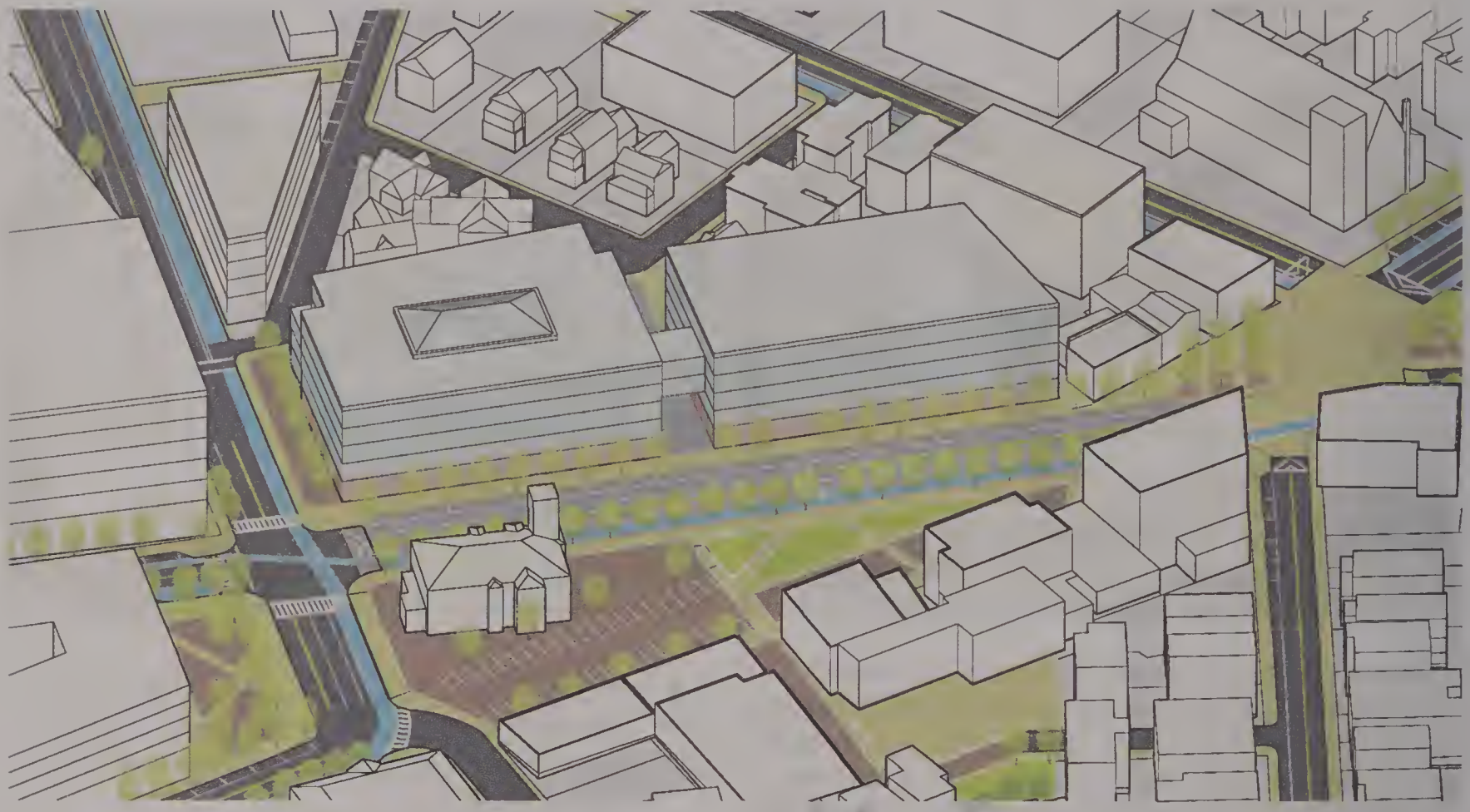
1. Work with building owners to develop a more efficient parking plan and loading management plan. Management of waste and recycling could also improve.

2. Make an automobile connection to Stone Avenue so that deliveries and autos have multiple points of access to and egress from the space.

3. Develop a better pedestrian connection to the existing Stone Place Park so that these two spaces function as one.

4. Encourage more outdoor use of the space by the restaurants and bars.

Development Parcel D6



The D6 site, today the block from Dunkin Donuts to the Buk Kyung Restaurant, faces the core of Union Square. This site provides the opportunity to build a prime employment center directly facing onto the plaza, with proximity to the new Green Line station, pedestrian-oriented frontage, and a prime "downtown Somerville" address. To improve pedestrian circulation, a crosswalk is planned to connect the middle of the Plaza with the mid-block of D6 so that pedestrians have multiple opportunities to cross the street. This crosswalk also aligns with a pedestrian passage that will bisect D6, connecting Somerville Avenue to Everett Street. By making streetscape improvements behind D6 on Everett and Emerson Streets, there will be multiple opportunities to link the square to the Green Line Station. This new mid-block connection can also help to organize the loading and parking access for D6 when the parcel is redeveloped.

DEVELOPMENT OBJECTIVES

Parcel Divisions

- The D6 Parcel will be platted into two or more lots (D6.1 and D6.2) no wider than 200 feet each.
- A pedestrian passage will connect Somerville Avenue to Everett Street between D6.1 and D6.2, generally aligning at the center of the block.

Lot Development

- D6 lots will be developed as five-story commercial buildings (office, laboratory, or hotel use over retail).
- Development on D6.1 should be setback from Prospect Street to increase views of the Union Square T-Station and flatiron infill building at D4, while also providing an advantageous location for outdoor seating. This space could be expanded into a proper plaza by reducing the width of the buildings developed on D6.1, D6.2, or both.
- Off street parking will be underground or located off-site (for example, at D1 or D2).
- If either of the D6 lots is developed as a hotel, the pedestrian passage should also serve as a vehicular access point that will facilitate a pass through drop-off for the hotel.
- Front setbacks will be increased abutting Somerville Avenue and Prospect Street to accommodate sidewalks that are at least 12 feet in width.
- The rear of the buildings are squared-off and set back from Everett Street to provide some visual buffers for properties behind the development site.
- Buildings developed for each lot (D6.1 & D6.2) must be designed by a different architect to ensure architectural design diversity. This does not prohibit a single Architect of Record for permitting.

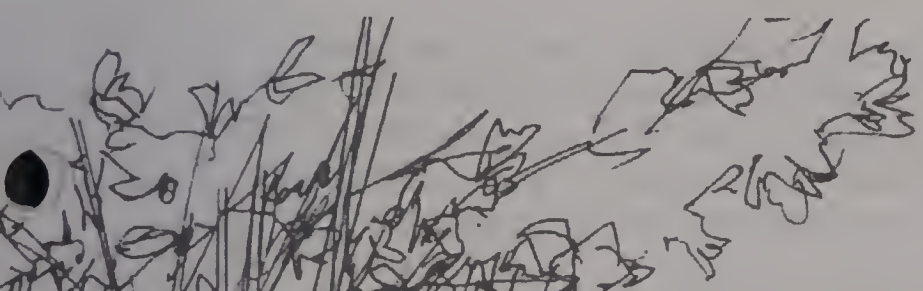
THE INDEPENDENT

THE SQUARE TODAY

The Southern face of the square is a collection of parking lots and one story structures. This provides a weak edge to the Square and promotes faster moving traffic and unsafe conditions for pedestrians and cyclists. Currently, Somerville Avenue creates a significant barriers between the business and public space to the north of Somerville Avenue and the existing business and future redevelopment of the parcels to the South. The street noise and speed of traffic also create an uncomfortable environment for walking, outdoor dinning and smart use fo the public space which we have heard is critical to the community.

UNION SQUARE PHASE NEXT

The redevelopment of several parcels along the southern and eastern sides of the Square creates better enclosure and strengthens the outdoor "room" , which is weakly defined in these areas. D6 provides XXX feet of frontage along the Plaza and offers a unique opportunity to create a friendly building face along this edge. As also illustrated in the rendering, the new profile of Somerville Avenue will provide for greater sidewalk depth along the D6 block face that can be utilized for both outdoor seating and green streetscape improvements. The main square, larger in size as a result of lane reductions along Somerville Avenue, is rebuilt to provide flexible space for programming. The rationalized hardscape, relieved by moments of landscaping that provide shade and greenery, can be adored with moveable seating to help activate the space and welcome people to sit and relax. The two-way cycle track, protected by bollards, creates a buffer between the interior of the square and the traffic on Somerville Avenue. In the background, behind the historic Fire Station, is D1 fronting onto Washington Street and Somerville Avenue, anticipated as a 5-story building.



Washington Street

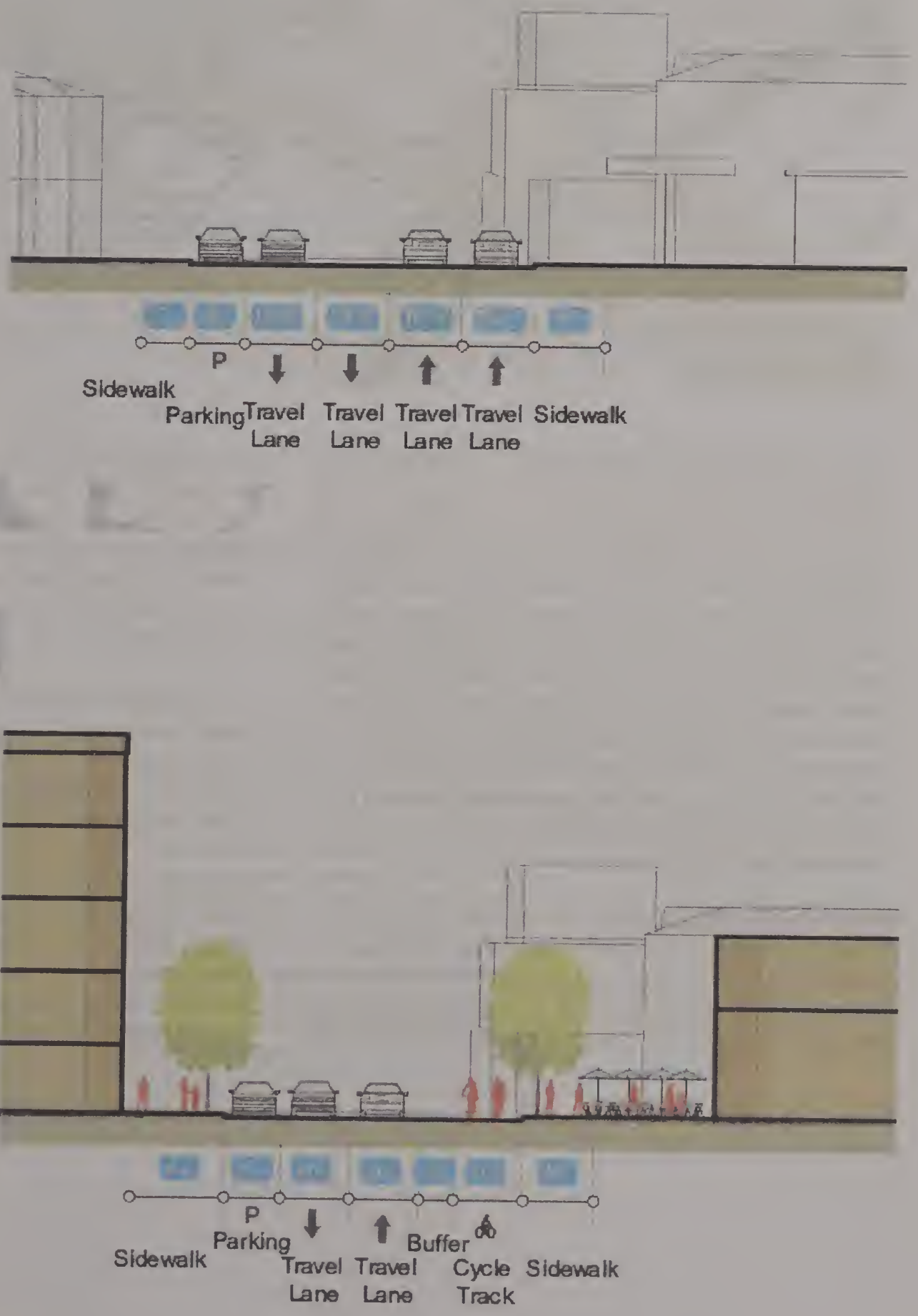
GIVING VALUE BACK TO WASHINGTON STREET

Washington Street serves as an important regional connector between Cambridge, Somerville, and the McGrath Highway, carrying XXX cars per day. Four lanes of traffic have eroded the pedestrian experience across sections of Washington Street. But, the new Green Line station at Brickbottom and the grounding of McGrath presents an opportunity to rethink the function and design of this corridor.

With national trends toward driving less, driving technologies providing more efficiency in the roadway network, and new transit coming to the neighborhood, the city can reduce the right-of-way in parts of Union Square. Right-sizing Washington Street from 4 to 2 lanes can accommodate traffic volumes while providing space for expanded sidewalks, two parking lanes, and a two-way cycle track, elements that have been demonstrated as critical to retail success.

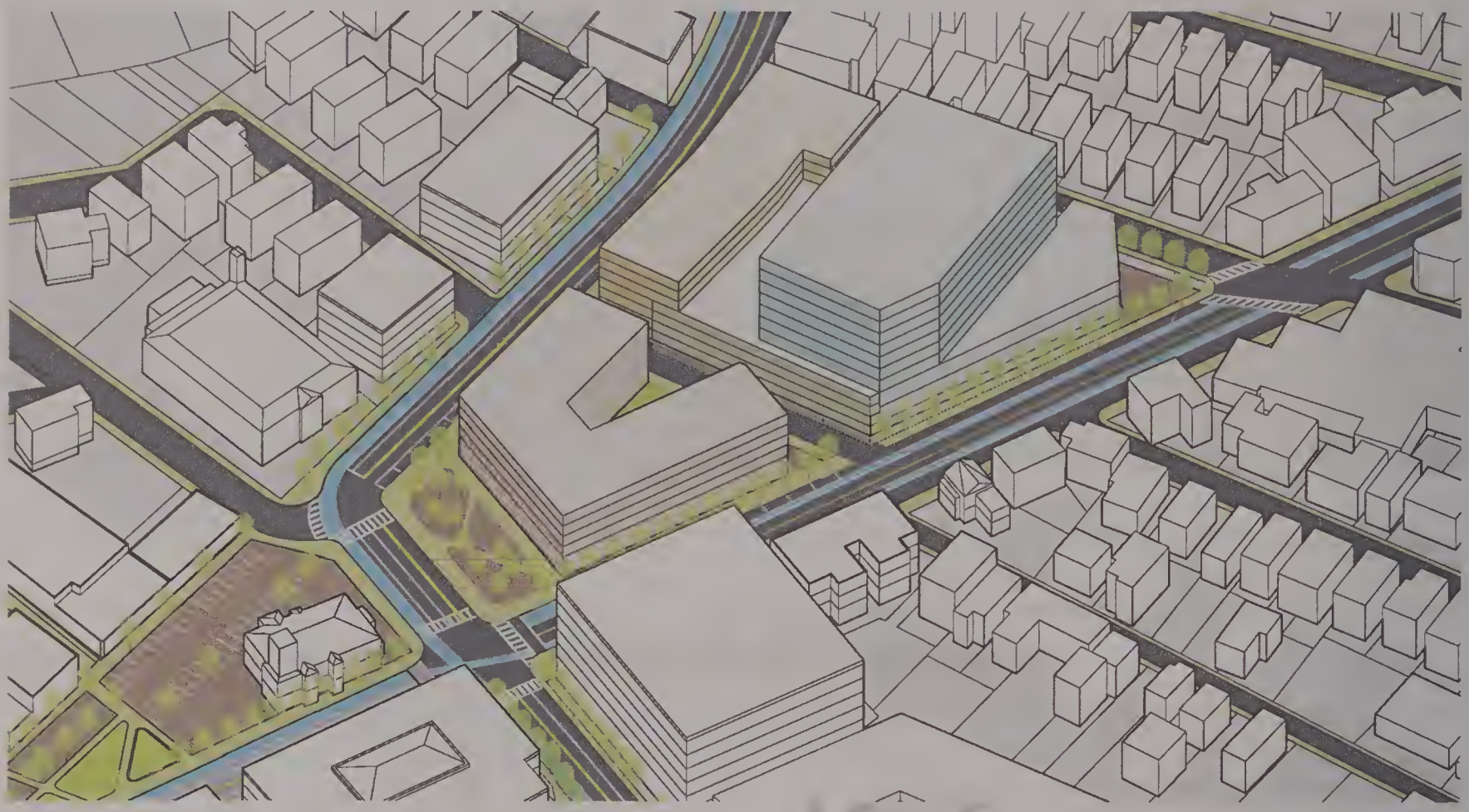
1. The cycle track provides an important bicycle connection between the square, the new community path by Brickbottom, and the proposed multi-user path proposed along McGrath "Boulevard" to Sullivan Square.

2. The intersection of Washington and McGrath "Boulevard" will provide new pedestrian and bike access to the new Washington Street Green Line Station.



These views down Washington Street toward the Square show the Old Post Office on the right and the D1 site on the left. The existing four lane section is reduced to two 10-foot lanes, providing space for a two-way buffered cycle track and one lane of parking. Sidewalks are also expanded. In this view, cafe tables are shown in the space contained by the Post Office expansion, on the site of the existing filling station. The 5-story D1 building helps frame the square and anchors the eastern gateway of the Union Square neighborhood. Assigning a greater balance of the street to pedestrians and cyclists will help pull the land values in Union Square down this corridor, raising the value of adjacent properties and helping businesses.

Development Parcel D1



The D1 redevelopment is envisioned as a mixed-use project that helps to strengthen the edges of the existing square and is a critical for achieving the long term goals of the neighborhood plan. The D1 block currently houses the City's police and fire station, Ricky's Flower Market, and several other structures. Special attention must be given to identifying a future home for the fire station and police station. The fire department prefers locations to the east and west of Union Square, but not within the core. The police department can be relocated elsewhere in the city. The D1 front lot (1.1) can be developed before moving police and fire operations, in the event it takes some time to complete those steps.

Civic uses should remain on the D1 block. A public library/community innovation center on D1 would reinforce the civic nature of the site. The D1 block could also provide space for a new SCATV studio, freeing up the old Fire Station for a more active ground floor use.

The community has expressed great concern about keeping Ricky's Flower Market in the Square. There are a number of opportunities for relocating Ricky's that have been discussed during the neighborhood planning process. The owner of the market and the master developer will continue to work to address these opportunities.

In additional to D1, the D6 and D2 redevelopment parcels will help to transform this important intersection from a congested auto-oriented landscape to one that is full of life and contributing to the vibrancy of the neighborhood's main square.

A portion of the D1 parcel closest to Washington Street can be designed as a plaza fronting onto Washington Street, reinforcing the view of the historic Post Office from the Union Square Green Line Station/ Prospect Street. The plaza may include outdoor areas connected to retail areas in D1.1, including café seating.

DEVELOPMENT OBJECTIVES

Parcel Divisions

- The D1 Parcel will be platted into two or more lots (D1.1 and D1.2).
- A pedestrian passage and/or alley will be provided from Washington Street to Somerville Avenue between D1.1 and D1.2, generally aligning with Columbus Avenue and Allen Street.

Lot Development

- Lot D1.1 will be developed as a 5 story commercial building (office, laboratory, or hotel).
- Lot D1.2 will be developed with office segments up to 10 stories and residential uses up to six stories. Any above ground parking will be lined by other buildings types.
- Lot D1.1 or D1.2 will incorporate a public library/community innovation center and a location for SCATV.
- A portion of the D1 parcel closest to Washington Street can be designed as a plaza fronting onto Washington Street, reinforcing the view of the historic Post Office from the Union Square Green Line Station/ Prospect Street.
- The buildings on D1.2 fronting Merriam Street should use step downs and liner buildings to shield any above-grade parking and reflect the scale of the residential neighborhood across the street.
- The buildings on D1.2 fronting Somerville Avenue and Washington Street should use liner buildings to shield parking with mixed-use commercial buildings that contain unique businesses and community uses on ground floors.
- Off-street parking for D1.1 will be underground or located off-site (such as D1.2 or D2)
- Off-street parking for D1.2 can serve the parking needs of its own lot as well as the parking needs of nearby blocks.
- Buildings developed for each lot (D1.1 and D1.2) must be designed by a different architect to ensure architectural design diversity. This does not prohibit a single Architect of Record for permitting.

WASHINGTON STREET TODAY

The convergence of Washington Street, Somerville Avenue and Prospect Street has for decades been a frustrating and congested intersection. The “one way loop” that drivers have been required to make when traveling through Union Square to and from Cambridge will be improved with the two-way conversion of both Prospect Street and Webster Avenue resulting in the reduction of un-needed turning movements through the Square. This intersection is a key point of connection between the new Green Line Station and points to the north which will require significant improvements to accommodate the increased pedestrian crossings.

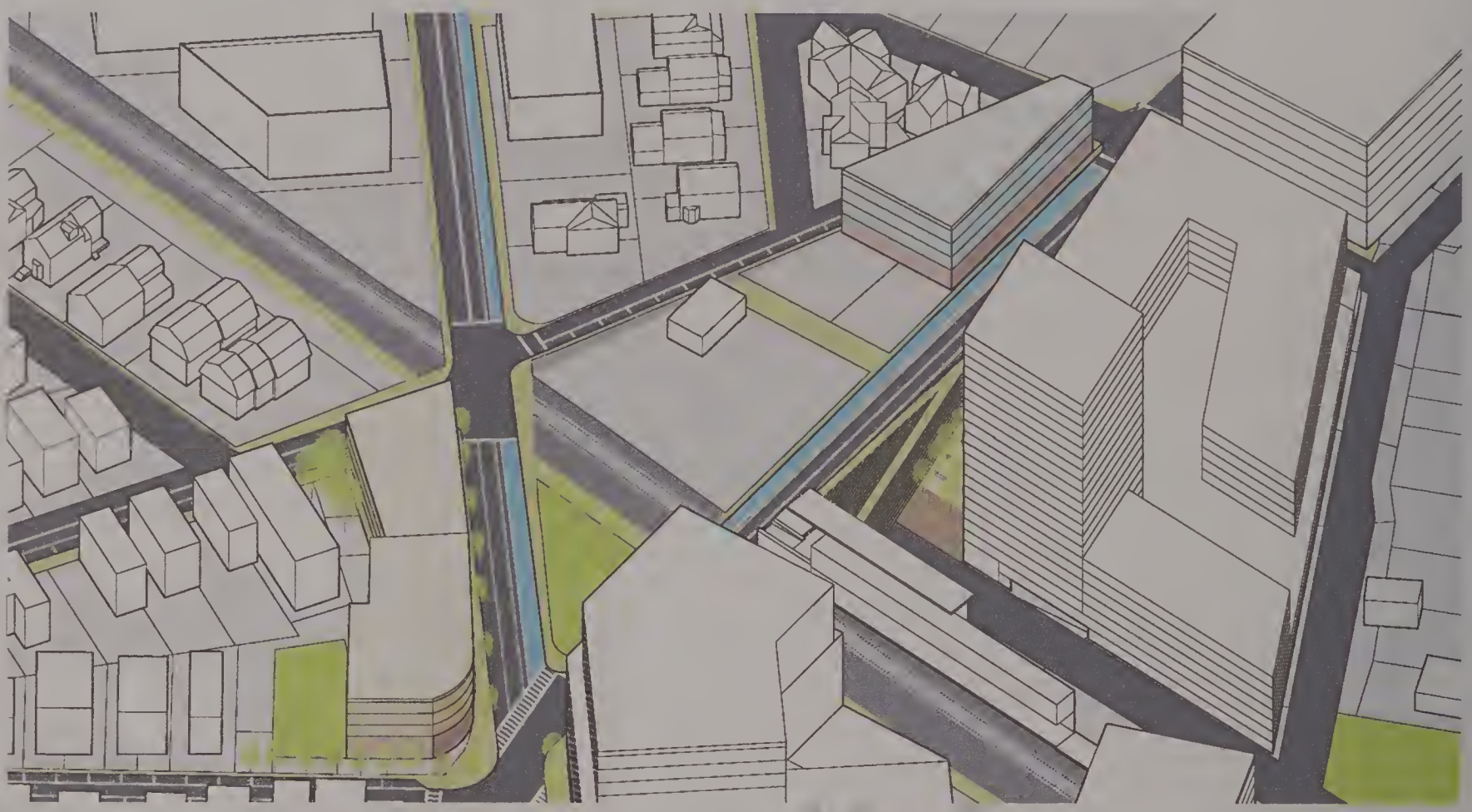
WASHINGTON STREET GATEWAY

The community has identified an important visual corridor from Prospect Street to Washington Street, terminating on the Post Office Building, which is part of the D5 development parcel. Looking north from the new Green Line Station, this view must preserve the strong visual connection to this important historic facade. Conversely, the new station must be easily visible looking South from the intersection with Somerville Avenue and Washington Street. Future uses for the Post Office building should align with the artistic and creative culture of Union Square and utilize this historic building in a way that contributes to both the commercial and creative economy goals of the neighborhood.

In the foreground of this view is D6 on the left and D2 on the right, both redeveloped as mixed-used buildings with ground floor retail.

Collectively, D1, D6, and D2 development parcels will help to transform this important intersection from a congested auto-oriented landscape to one that is full of life and contributing to the vibrancy of the neighborhood's main Square.

Development Parcel D4



The D4 parcels are a series of parcels that surround Prospect Street and serve to complete the streetscape opposite the development on the D2 block. Each of these sites is designed for modest street-front development. Most cannot provide on-site parking and will need to be served with parking on adjacent, larger, development blocks.

The D4 parcels include:

- Lot 4.1: Current site of Cross-Fit Somerville.
- Lot 4.2: The Webster Auto Sales site at the tip of Prospect Street and Webster Avenue.
- Lots 4.3 and 4.4: Current glass company and auto repair (39-47 Webster Avenue) on the west side of Webster Avenue between Prospect Street and Newton Street.
- Lot 4.5: The former U-Save location, with a residential mixed-use development currently under construction.

The development of D4 is an important part of completing the vision for Prospect Street. The current Cross Fit gym can be incorporated in a new development or relocated into a site that meets their needs. The site of the current building is redeveloped to create an iconic "flat iron" building.

This new building will assist with a transition in scale from the existing residential homes and the dense, transit oriented development on D2. This structure will also provide important ground floor retail space to complement the retail spaces at ground level on D2 making for a two-side retail street.

DEVELOPMENT OBJECTIVES

Street Improvements

- Everett Street will be extended to provide a more regularly angled intersection with Prospect Street.
- Newton Street from the intersection with Emerson to Prospect will be decommissioned. The northern portion will be absorbed into D6. The southern portion will be transformed into a pedestrian passage and excess right-of-way absorbed by Lot D4.1 (currently the Cross Fit site).

Parcel Divisions

- A pedestrian passage will be created along the southern edge of the D4.1 lot.
- The parcel at 39-47 Webster Avenue is divided into two or more lots (D4.3 and D4.4).

Lot Development

- Lot D4.1 will be developed as a 4-story mixed-use or commercial building.
- Lot D4.2 will be designed as a new civic amenity that includes multi-modal transportation facilities, such as bike parking, and potentially a new green space.
- Lot D4.3 and D4.4 will be developed as 4-story mixed-use or commercial buildings. The existing community gardens on Lot D4.4 must accommodated in redevelopment.
- Lot D4.5 shall proceed with the project currently under construction.
- For properties on Prospect Street, the front setbacks will be increased abutting Prospect Street to accommodate sidewalks that are at least 12 feet in width.
- Buildings developed for each lot (D4.1, D4.3 & D4.4) must be designed by a different architect to ensure architectural design diversity. This does not prohibit a single Architect of Record for permitting.

Development Parcel D2

The D2 parcel is owned by the Somerville Redevelopment Authority and is located between the Fitchburg commuter rail right-of-way and Somerville Avenue, along the east side of Prospect Street. This area, often called the "North Prospect Block" included a number of industrial uses for many years. It has incorporated the former site of the scrap yards at Prospect Iron and Steel as well as the brownfield sites at the former Kiley Barrel company. This block has always had challenging environmental issues, but it benefits from immediate proximity to the station. It's acquisition was necessary to set the stage for the future of Union Square, addressing the walk from the station to the core of the square. The site acquisition also was outlined in agreements with the MBTA that require the T to complete the station, and allow the city to pursue mixed-use transit-oriented development by the station. Two options are presented, which vary in the way that retail and open space interact at the station entrance.

DEVELOPMENT OBJECTIVES - OPTION A

Parcel Divisions

- The D2 site is to be platted into three or more lots (D2.1, D2.2, and D2.3) with each lot having frontage no wider than 200 feet each.
- An alley will be introduced into the D2 block to provide rear access and loading for any future development, including for lots fronting Allen Street.

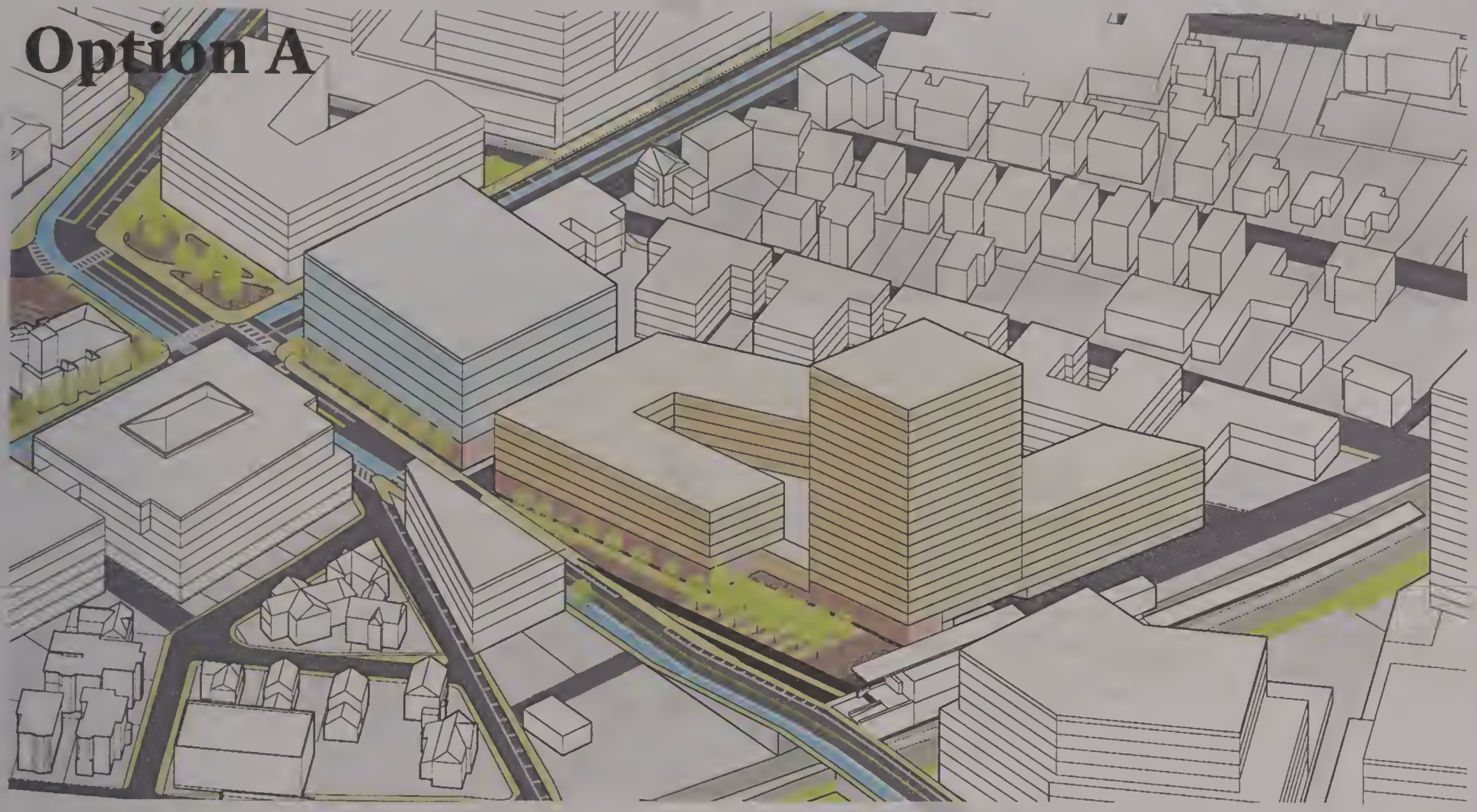
Lot Development

- Lot D2.1 will be developed as 7 story commercial building (office or laboratory) with first floor retail.
- Lot D2.2 can be developed as a 6-story building with residential over retail or as a 7-story commercial building with ground floor retail.
- Lot D2.3 will be developed with a podium tower residential building up to 20-stories in height, with the remainder of the lot having residential uses at 6-stories, all with ground-level retail.
- Off street parking must be located underground or in structures.
- First floor uses fronting onto Prospect Street and Somerville Avenue will be retail. Lobbies for upper story uses are limited to 20 feet in width along the frontage.
- A plaza will be created in front of Lot D2.3 at the lower entrance to the Union Square Green Line Station.
- Front setbacks will be increased abutting Prospect Street to accommodate sidewalks that are at least 12 feet in width.
- Buildings developed for each lot (D2.1, D2.2, & D2.3) must be designed by a different architect to ensure architectural design diversity. This does not prohibit a single Architect of Record for permitting.

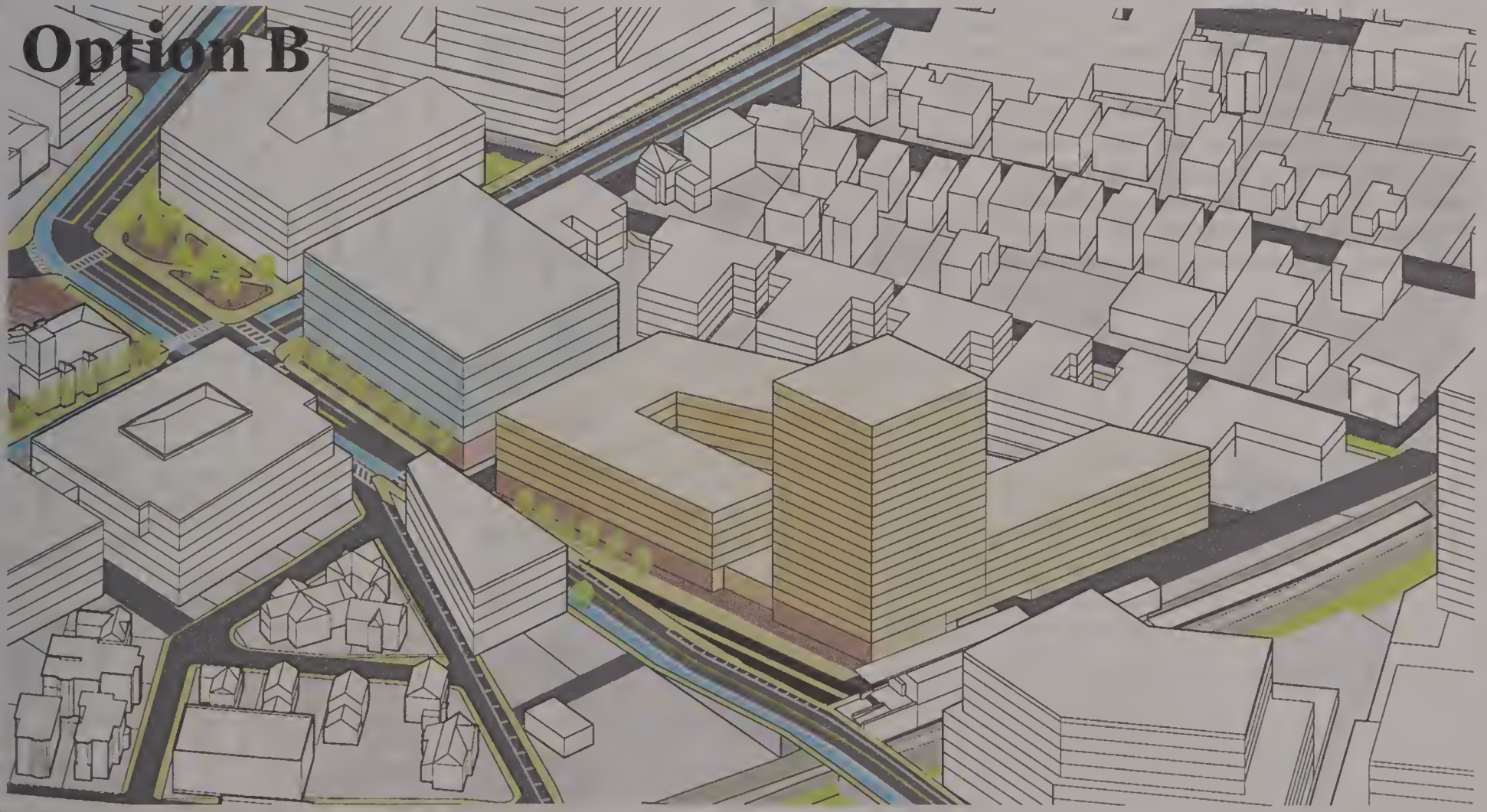
OPTION B

For the alternative option, the full plaza on D2.3 is replaced with a shallow building setback, housing units and commercial space are increased, and retail uses are brought closer to Prospect Street. The Prospect Street should have a streetscape and activated storefront experience that leads a pedestrian from the Prospect/Somerville corner to the T-Station or vice versa. The design and proportion of the public space and grand stair should be considered carefully and scaled appropriately to ensure that the ground level uses near the T station are commercially viable, contribute to the experience, and so the space can be reasonably activated throughout the daytime periods and seasons.

Option A



Option B



PROSPECT STREET LOOKING TOWARD THE FUTURE GREEN LINE

Prospect Street today is a congested collector of cars and trucks. This section of Prospect running from Somerville Avenue south toward the site of the new Green Line Station is currently a difficult and unfriendly environment for cyclists and pedestrians. The narrow sidewalks, wide travel lanes, and absence of street trees offers significant options for improving this important section of street.

LOOKING DOWN PROSPECT STREET TO THE GREEN LINE STATION

This illustration envisions the transformation of Prospect Street into a vibrant mixed-use street with office and residential uses above ground floor commercial opening up onto new sidewalks and public spaces assembled in a form that fosters great public life on the street leading to the new Green Line Station. The coordinated design of D2, D4, and D6 has the potential to result in a unique transit oriented development that bridges the existing fabric of Union Square to the new Station as well as the transformational redevelopment of Boynton Yards.

In this view an iconic pavilion is shown at the corner of Somerville Avenue and Prospect Street, on the corner of the D6 parcel. The redevelopment of D6 is illustrated here as an office building. D6 offers the community a critical opportunity to have a significant commercial office building directly at the center of Union Square, making for a prime address and securing activity that creates jobs. This space could be a flexible outdoor space with retail. On the left of the illustration is the redevelopment of D2 which is illustrated here as an office building at the corner of Somerville Avenue and Prospect Street, with two more buildings (a mid-rise and a taller tower) in the midground.

The Allen Street Area

Allen Street is a mix of uses and building types. On the west side of the street are single to three-family homes, (sometimes with multiple structures on one lot), a commercial building - the CAAS Head Start program, and a 1-story concrete block garage that's been converted to residential. The east side of the street has a similar fabric. Many homes facing Linden Street have paved their rear yards for parking access from Allen Street.

Allen Street is a narrow right-of-way; no parking is allowed, the sidewalks can't have street trees, and the width is not ideal for emergency vehicle access. When the Union Square Station opens, maintenance vehicles and The Ride will use Allen Street to access the station. Pedestrians may also choose this route. The neighborhood planning team used an alley as one part of a buffer from D2 to the residential neighborhood but these changes do not address the constrained nature of Allen Street. By allowing these owners to redevelop into apartment buildings with rear access from the alley on D2, there's opportunity to widen the street and sidewalks, provide for more housing in close proximity to the train station (included deed restricted affordable housing), and provide a more nuanced and buffered transition to the remaining neighborhood.

DEVELOPMENT OBJECTIVES

Parcel Divisions

- Existing lots may remain as is or be merged to facilitate development of the building types listed below.
- Lots should be platted to be between 4,000 and 14,000 square feet in size.

Lot Development

- Access to parking and loading will be provided from the D2 alley.
- As each lot develops, existing curb cubs will be discontinued.
- Lots will be developed as 4 story apartment buildings.
- Lots will be developed with an increased front yard setback to allow for the widening of the street and sidewalks.
- Off-street parking will be located underground or in structures.
- Buildings developed for each lot will be designed by a different architect to ensure architectural design diversity. This does not prohibit a single architect of record for permitting.

WHAT DOES THE FUTURE HOLD?

DRAFT

WHAT DOES THE FUTURE HOLD?

FOR BOYNTON YARDS

Transforming Boynton Yards, Grand Junction & McGrath.

As one travels throughout Boynton Yards today, the experience is a collection of industrial buildings, large surface parking fields, and shipping and auto-body warehouses. While many businesses have prospered on this land, by dispatching vehicles, storing scaffolding and providing used auto parts, for example, these uses will change with the arrival of transit. As a soon to be transit-oriented district, this is underutilized land. As SomerVision has established, this land is essential to accomplishing the economic development and housing goals of the city. For Somerville to grow, while simultaneously conserving existing residential neighborhoods, Boynton Yards is the key to that growth. Boynton Yards holds incredible potential to develop into another great Somerville neighborhood. It can be a dense center of public life and commercial enterprise. This transformative zone can accommodate a significant amount of new development and generate needed commercial tax base. Boynton Yards holds incredible potential for Union Square as well in that this area is an exceptional place to develop a high-density, mixed-

use neighborhood that can add to the overall life and activity within Union Square.

ATTRACTING JOBS WITH A VIBRANT, WALKABLE NEIGHBORHOOD

Creating a functioning mixed-use neighborhood in Boynton Yards is essential to establishing this area as an attractive location for businesses, labs and other knowledge economy uses. The life of the neighborhood needs to function and be comfortable for 18 to 24 hours a day, not just from 9 AM to 5 PM. Companies are looking to locate their offices in neighborhoods that can assist them with retaining and attracting talented works. What do talented works want? Market research has shown that walkable neighborhoods with great access to services, public life and transit options are where people want to work. Boynton Yards cannot be an office park, it needs to be vibrant mixed-use extension of Union Square's neighborhood in order for offices to even consider investing in Boynton Yards are one of the region's premier business addresses.

Boynton Yards

TRACES ON THE LAND

Over the years, there have been several proposed site plans created for Boynton Yards. In the 1980s, the area was cleared under an urban revitalization plan. The subsequent development brought new jobs to the area, but did not take advantage of the city being in close proximity to regional job centers in Cambridge and Boston. While more recent plans proposed larger development, these previous plans struggled to gain acceptance and inspire the public and private sectors to work collaboratively on implementation. Recent zoning updates brought new attention to the area, but have not yet addressed the need to adjust the street network and meet pressing infrastructure investments required to service higher density development such has office and lab buildings.

Through this Somerville by Design process the community has been approaching the plan for Boynton Yards differently. The plan seeks to respect, to the greatest extent possible, the current ownership patterns in Boynton Yards making an incremental approach to both public and private investment possible. The plan also works to create a comprehensive solution to not just the redevelopment of the land, but also the creation of new open spaces, additions to the street network and a logical framework for subsurface infrastructure improvements.

This part of the City has been radical redevelopment several times. One can find important traces on the land when looking through the evolution of the area over the course of several hundred years. Therefore, we have used these traces on the land to organize this plan for Boynton Yards in a fashion that can be implemented. Existing property ownership patterns and public rights of ways have been used to organize the proposed plan.

In addition to identifying a collection of existing buildings that are expected to remain, this plan is able to respect and build from these important characteristics of the landscape that have been fundamental elements of this place for generations. By also organizing the redevelopment around buildings and land ownership, it is possible to implement the plan in one of two ways. It can be implemented by a master developer, with ownership and control of the entire district, permitting shared parking and district energy strategies. But, alternatively, it can be implemented in multiple phases, with many owners and in an incremental fashion. In both scenarios, developers would contribute to infrastructure costs, relative to the size and scale of their development.

PUBLIC SPACE NETWORK

By fixing the historic and heritage elements on the site, and making a few important changes to the street network, the site plan is able to organize a collection of new public spaces around these important existing conditions. The plan establishes a network of new and existing spaces that celebrate these existing elements. The resulting urban form creates viable, contemporary development parcels for larger scaled commercial, lab, and mixed-use buildings while also framing the public space network in a picturesque and classic fashion.

CONTRIBUTING BUILDINGS TO REMAIN

Within Boynton Yards there are several blocks of existing small residential buildings as well as a handful of mill structures, such as 561 Windsor Street. The plan is organized around these buildings, and assumes that they will stay and benefit from the neighborhood that will grow around them. These contributing buildings not only help to define the framework for the public realm of Boynton Yards, but will also help to anchor any new development to the existing character of Union Square that is so important to preserve.

In order to achieve the larger community goals for the site it will be difficult to preserve a number of smaller industrial buildings despite the architectural and visual interest found in these structures.

BUILDING ON THE CURRENT LIFE OF THE NEIGHBORHOOD

There are a number of fascinating and exceptional enterprise already present in Boynton Yards. Some of these places are hidden behind the their industrial facades, such as Taza Chocolate, and others are out in the open, such as the South Street Farm. The plan for Boynton Yards has contemplated a number of opportunities for how the redevelopment of the neighborhood can build on this existing culture and creative industries.

BEAUTIFUL STREETS

At its core, the Boynton Yards plan attempts to preserve aspects of the existing street pattern that results in a more picturesque street grid. This organic form of development not only reflects the tradition of streets in New England, but it provides more flexibility for the site to be built, if needed, by multiple landowners over time. The design of the streets also provide a better framework for slower flowing traffic, visual interest for pedestrians, and a unique place that contrasts the more typical grid found in other competing job centers throughout the region. Improving the walkability of the neighborhood was by far the most requested item from the community. The streets designed for Boynton Yards have been organized to make walking and biking as pleasant as possible. These shared streets build on the industrial character of the neighborhood and can establish Boynton Yards as one of the best walking areas in the region.

Boynton Yards has the ability to create a fine grained network of streets and blocks that is typically found in historic, mixed-use neighborhoods. In Boynton Yards, this type of unique street pattern can be achieved by the realignment and extension of two streets; South Street to the south and Windsor/Ward Streets to the north. While the goal of redesigning these streets is to connect Medford Street to Webster Avenue in a more rational fashion, the result is a plan that is more organic and interesting.

This street grid provides for South Street to travel completely through the neighborhood, connecting Webster Avenue to Medford Street. This simplifies vehicle connections for those who need it. Previous planning efforts have attempted to create a second east-west connection without success. By utilizing the existing right of way patterns, the northern roadway network (Windsor and Ward Streets) requires a few turns, but allows for a secondary east-west connection to be created. This "scenic route" provides a more interesting space for the pedestrian, allows certain buildings to terminate street views, generating more valuable addresses, permits the ability to preserve more existing structures, and generates better quality development lots. In a north-south direction, one connection permits pedestrians to walk from Union Square to Cambridge Street in Cambridge creating a critical connection to businesses and services to the South.

The plan places heavy emphasis on streets as spaces for people. The broad and intensive range of expectations for Boynton Yards require that the redevelopment plan utilizes the land area to the greatest extent possible. Streets must therefore do more than store and move automobiles. In order to accomplish this desire, many of the streets are anticipated to perform as shared spaces, accommodating cars, cyclists, and pedestrians equally. Boynton Yards, as a neighborhood, becomes a place centered around people by thinking about streets as an extension of civic space. Commercial development will seek out the neighborhood because it is an interesting mixed-use place with pedestrian oriented streets.

SINGLE VS. MULTIPLE PUBLIC SPACES

The plan for Boynton Yards evolved over months, in response to multiple rounds of feedback from the Union Square community. Two main alternatives were considered. Each alternative has similar amounts of new public space, but organized on the site in dramatically different ways resulting in two plans with very different characters.

The first alternative plan contemplates a series of smaller plazas. These plazas provide greater interface between retail and civic spaces, which generate the life and activity that people love in Union Square. This collection of space also provide the opportunity for multiple activities and programming to be occurring simultaneously as well as different activities and uses occurring in the neighborhood at once.

The second alternative emerged during the charrette based on comments from the public, and a desire for a large green space in the middle of the Boynton Yards site. The idea was that this could serve as a central common or provide space for ballfields, filling a need for larger open space within the neighborhood.

These two alternatives were presented during the Plan Open House meetings. The results of the community feedback was evenly split between the two plans, and therefore inconclusive. This neighborhood plan is recommending that the site plan with multiple public spaces be advanced as the preferred plan.

There are a number of technical issues created by the larger open space that makes the single public space site plan scenario a superior choice. The first of these is land assembly. The central green plan essentially requires a master developer and land assembly strategy to be implemented. In order to cover the cost of purchasing the central green, most of which is on the land of one owner, the value must be captured from other development blocks. This process may very well lengthen the time required for commercial development to commence and for the central green to be constructed in Boynton Yards. The second challenge is building heights. In order to accommodate the development program in the neighborhood, as well as the increased costs of a central public space, the scale and heights of new development in Boynton Yards will need to be increased to accommodate a less efficient site plan under this scenario. The third issue with a central public space is it's compatibility with the adjacent land uses. The community has expressed the need for a job center with commercial and mixed-use buildings. However, the inclusion of the single public space with playing fields is not in the character of a class-A office and laboratory district, and would possibly detract from the potential to attract these job creating business to the neighborhood. The final concern that has been discussed is that this location might not be the best location for a large sports field or public common serving the residents of Somerville. The space provides better pedestrian access to neighborhoods in Cambridge.

As Boynton Yards moves into an implementation phase further study can be conducted on the viability of the central common version of the site plan. However, the multiple public space version of the plan for Boynton Yards offers a more comprehensive solution to the redevelopment of the district when balancing all the goals of this plan. They have been refined in the plan to generate the benefits of the central green without the drawbacks. They set up open spaces throughout the district. The plan also provides for new playing field along the north side of the Fitchburg Rail corridor, in a location better suited to support current Somerville residents. Most importantly, the new Boynton Square located in the center of Boynton Yards is of a scale and size that is supportive of the adjacent commercial uses.

HUMAN SCALED SPACES

The plan for Boynton Yards is designed to create a place that is intimate and scaled to the pedestrian, providing an alternative to the other new districts within the greater Boston area that are dominated by giant architecture that can, at times, be oppressive to promoting great public life.

Various sized plazas, parks and squares have been included in the plan for Boynton Yards to provide multiple opportunities for people to gather and enjoy the neighborhood. This collection of public spaces are also scaled to provide the greatest interface between ground floor uses and these civic spaces. Outdoor spaces activated by local businesses are a key part of Union Square's character. It is essential that we extend this feeling of an active and engaging public realm into Boynton Yards. City regulations must further support the idea of businesses spilling into streets and spaces of Boynton Yards by requiring narrower shopfronts facing these spaces, requiring a greater numbers of building entrances, establishing well designed storefronts and having landowners contribute to the development and management of the open spaces.

The plan above shows the preferred plan for open space in Boynton Yards, with a well-sized public plaza that will be activated by a variety of programming options, both passive and active, as well as the surrounding retail activity.

An alternative plan (at right) was studied during the planning & design charrette. It was determined that the ballfields desired by the community could be provided adjacent to the rail line as shown on the preferred plan.

Proposed Columbia Square

The Union Square Green Line station and the neighborhood's connection to the station at the pedestrian level is a key element to the long term success of Boynton Yards. As one travels from the station past the D3 block, it is essential that the intersection of Webster Avenue and Windsor Place become a gateway into Boynton Yards. This intersection is envisioned as the start of Boynton Yard's shared space street network as well as a vibrant pedestrian scaled mixed-use street.

Webster Avenue is also a key connection to other regional destinations in Cambridge and beyond. There is an opportunity to further enhance Webster Avenue, by the addition of a bike lane on the southbound side of the street. While this amenity would support bike commuting to Boynton Yards and Cambridge, it would require the removal of on street parking on the west side of the street.

1. A pedestrian bridge connection is created between Boynton Yards and the Green Line station.

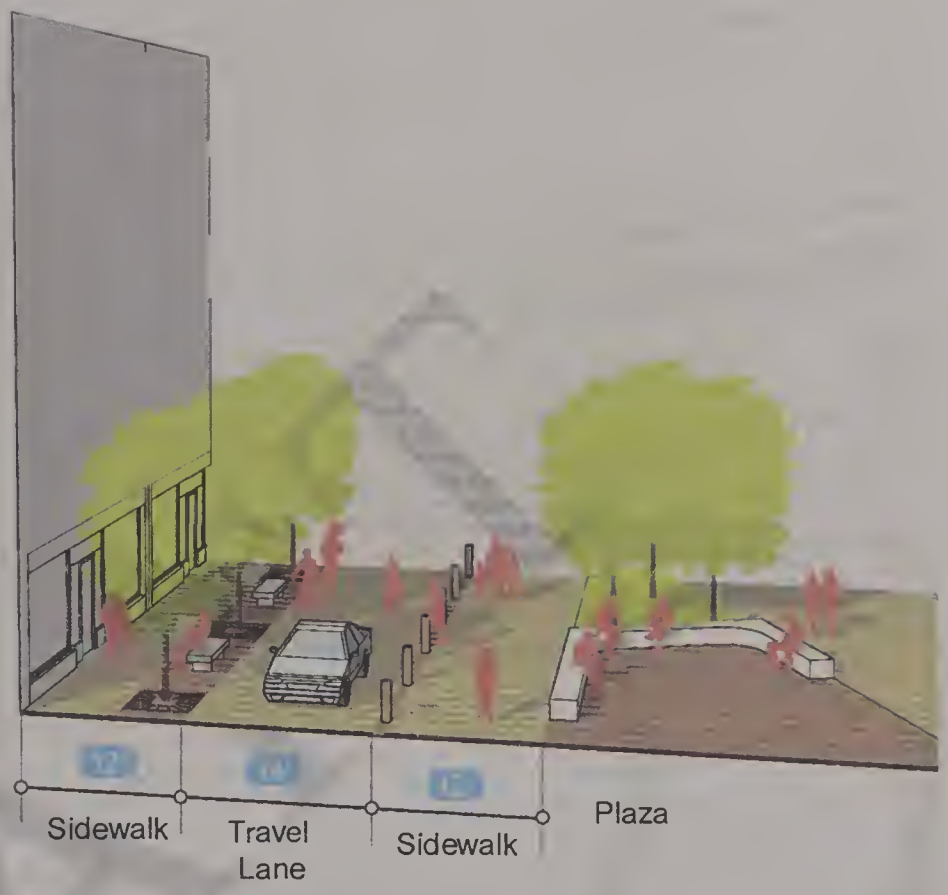
2. Columbia Square is created from the land area at the intersection of Windsor and Columbia Street. This square will create a dramatic view to the historic 561 Windsor Street as one enters from Webster Avenue. The location of this new square will help to transition from the lower scale existing development on Webster Avenue to the denser commercial development within Boynton Yards.

3. South Street will be a more conventional street with two travel lanes and parallel parking. The City will need to work with several property owners to make the connection to Webster Avenue possible, adding value to each parcel that it bisects. Wide sidewalks provide space for public life and landscaping.

4. Where South Street crosses the land of the auto parts business, it will leave a portion of that property that needs to join with the adjacent parcels for development. This is the only area in the plan that does not hold existing lot lines for new development.

5. It is clear from the community that intimate, narrow spaces are a desired built condition. In most new projects, alleys are not intentionally created as places for people. However, Boynton Yards imagines and provides several opportunities for just this kind of space. Regulation will need too be crafted to support the activation of alleys with retail frontages and unique destinations for creative enterprise.

Shared Drive B
The streets surrounding the proposed Columbia Square are intended to knit the square into the surrounding streets and pedestrian areas to maximize the useable area for public life to make this a compact square as vibrant as possible. The relationship between sidewalk furniture and the seating options in the square should be coordinated so that the space feels as one.



Conventional Neighborhood Street
South Street will function as a typical main street, with two-way traffic, raised sidewalks with curbs and marked parking lanes. Wide sidewalks are still provided to support pedestrian activity on the street. The friction created by narrow vehicular travel lanes and parking movements will create a condition where cars move slowly enough that bicycles can safely share the lane. It is envisioned that this conventional street design will also support the delivery traffic that will service the neighborhood

Proposed Boynton Square

This plan envisions a new world class square for Boynton Yards. The scale of this new public space was modeled after a number of world famous market squares, such as Campo de' Fiori in Rome. This space is envisioned as an active plaza with a great tree canopy that can accommodate all range of uses from small gatherings to larger concerts and markets. It is essential that this space belong to the entire Union Square neighborhood. So often public space surrounded by office buildings become empty and uncomfortable during non-working hours. Management and programming that supports local community partners will be key to establishing this space as a special and loved part of the public space network in Union Square.

1. Pedestrian bridge to the future Merriam Street Park.

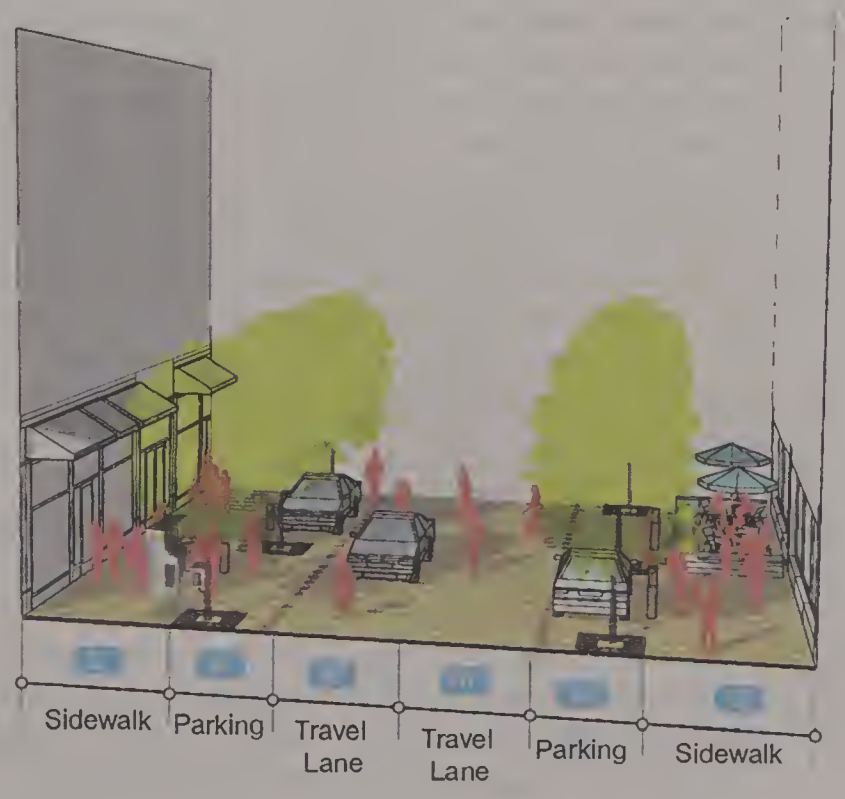
2. The northern section of the square could be designed to be a flexible space that can accommodate a variety of programming.

3. Where South Street crosses the land of the auto parts business, it will leave a portion of that property that needs to join with the adjacent parcels for development. This is the only area in the plan that does not hold existing lot lines for new development.

4. Alley space is created in this location to provide additional intimate, narrow spaces desired by the community.

Shared Drive A
The streets surrounding Boynton Square are imagined as an extension of the square itself. While vehicles can move through this space, pedestrians are given priority. Travel lanes are demarcated by bollards and landscaping to both channel vehicles as well as provide a simple threshold between the sidewalk area, travel lanes and square.

Shared Main Street A
The standard street in Boynton Yards is conceived as a shared street, with room for parking to support adjacent retail. Ample outdoor space is also provided for restaurants to spill out onto the street. Textured paving material is used to help slow the cars and make the street a safe place for people and public life.



Expanded South Street Farm

In order to achieve the city's commercial square footage and tax base growth within Boynton, the single, complete, east-west street requires the relocation of the community gardens at the South Street Farm. Substantial resources and time investment have been expended in building and improving the existing community garden plots. While moving these gardens is not ideal, it is necessary for the area to create the commercial growth the city needs. Given this reality, the plan attempts to not just relocate the farm, but to provide a greatly expanded space that includes support facilities, to help mitigate these impacts. The plan not only contemplates expanding the South Street Farm, but also provides plaza space for events and community activities. The new location for the South Street Farm is also an ideal site to co-locate a collection of creative enterprise and perhaps a purpose built structure that focuses on providing much needed space for these uses to expand or locate in Union Square.

1. The plan includes an expanded site for the South Street Farm and Community Garden. A mixed use building with ground floor creative economy spaces could also be sited adjacent to the farm to help activate this side of Boynton Yards. A public terrace overlooking the farm and gardens is shown in front of this proposed building.

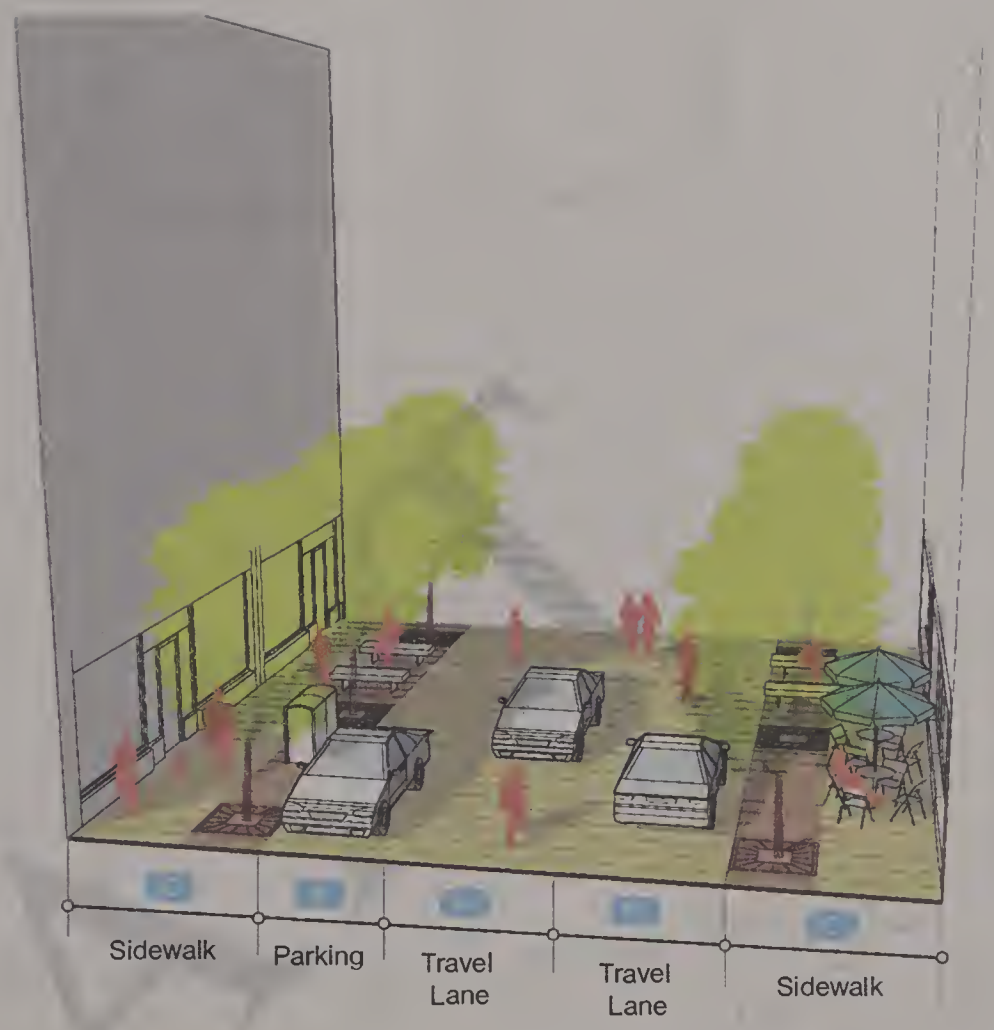
2. Earle Street is proposed to extend over the Fitchburg Rail corridor to connect through the redeveloped Target site to Somerville Avenue.

3. The extended Windsor Street will meet Ward Street and is envisioned as the primary pedestrian street in the neighborhood. This shared space corridor and the neighborhoods streets connecting to it surround the several new public spaces in the neighborhood.

4. Character buildings to the east are kept as a buffer between redevelopment blocks and existing fabric, but new infill that is sensetive to the scale of exsintg buildings is also possible.

Shared Main Street B

In certain areas of the neighborhood ground floor retail may not be as vibrant. However, ground floor uses should still be encouraged to spill out into the street to create a seamless pedestrian experience. This street design provide space for street furniture and landscaping where there is less intense retail use of the sidewalks.



Shared Side Street

There are number of narrower side streets and neighborhood streets throughout Boynton Yards that need to accommodate walking and public life as well as have the increase ability to park bikes and host the supporting street furniture that help create a comfortable public realm.

Proposed Merriam Street Park

When the redevelopment of the shopping center occurs there is an opportunity to create a neighborhood park that can provide much needed open space for recreation and public life. The location of this new park will also help buffer existing housing from any noise created by passing Green Line and Commuter Rail trains. As denser development occurs on this transformational site this new park can also create a framework for transitioning to the lower scale development.

1. A new park with recreation fields is contemplated in this location. The exact programming of the site needs to be studied further with the community.

2. Earle Street is proposed to extend over the Fitchburg Rail corridor to connect through the redeveloped Target site to Somerville Avenue.

3. A new MBTA service & maintenance building.

4. New pedestrian bridges connecting Boynton Yards to Union Square over the Fitchburg Commuter Rail/Green Line Extension right-of-way.

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CONTEXTUAL BUILDING SCALE

Through the Somerville by Design process, participants expressed comfort with the greater heights and density in Boynton Yards. However, a strong desire was expressed for this added density to be designed so that there is a comfortable transition in height and scale from the existing residential fabric in the surrounding streets, such as Webster Avenue. Several building requirements are recommended to ensure that future buildings in Boynton Yards are contextual to their surrounds. These include building setbacks, upper story step backs, lot width limitations, and limits on the floor area allowed on upper floors.

To encourage the development office & lab buildings, the neighborhood plan must meet market demand for the size and shape of class-A office and laboratory buildings sought by employers. Typically, this requires floors plates between 20,000 and 30,000 square feet in area, tall ceiling heights, and good access to transit and other neighborhood amenities.

These large building will need to handle their parking in a smart way to help preserve the character of the neighborhood. In Boynton Yards, parking structures will be needed. But, all parking structures will be required to be lined on primary frontages, screening the garages from streets and squares.

Most residential development will be in buildings under 70 feet in height. Where residential buildings are taller, they will be designed to be more slender, creating healthier living arrangements for residents and a more varied skyline. Recent research has established the benefits of more slender residential towers, and cities across the world including Toronto and San Francisco have established these norms. Therefore, where residential buildings are taller than 70 feet, they will be limited in the size of each floorplate.

Within Boynton Yards it will be important to establish development rights for parcels. Development in Boynton Yards will require a planned and phased approach, where a master-developer or site developer will need to control a significant area of land, and within that area be required to develop both residential and commercial uses, with a mix of different heights. By permitting each development area to build a mix of office buildings, mid-rise residential, and slender residential towers, the overall neighborhood will have varied heights and building types, creating a more useable neighborhood and more attractive and varied skyline.

The most important criteria for all of these large buildings is that they must help to create a vibrant street by creating multiple ground level uses, smaller lobby frontages, and access services and parking from internal alleys.

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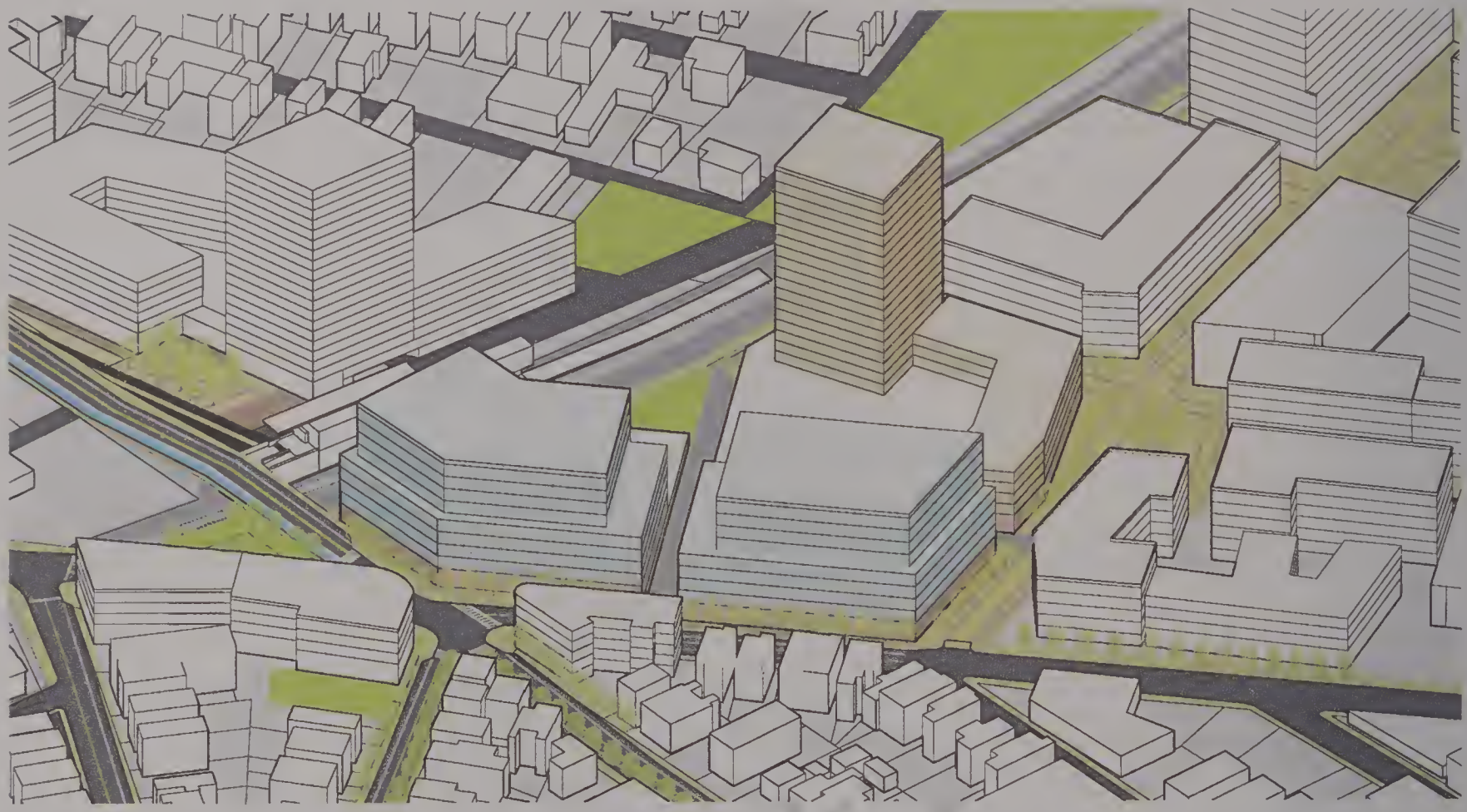
Development Parcel D3



The D3 site includes the current locations of Beacon Sales and Royal White Laundry. These sites offer opportunities for some of the most significant new commercial development, in a location immediately adjacent to the Green Line station. The site's natural grade allows for parking to be placed below street level.

DEVELOPMENT OBJECTIVES

Parcel Divisions

- The D3 Parcel will be platted into three or more lots (Lots D3.1, D3.2, and D3.3) with frontage no wider than 200 feet each.
- An alley system will be introduced into D3 to provide rear access and loading for all development. Alley #1 will connect at Webster Street, lead east into the site, and connect at the termination of a new street running north-south perpendicularly from Windsor Place – generally aligning along the property line between 50 Webster St. and 56 Webster Street. Alley #2 will connect at Columbia Street, near where Columbia Street currently connects to Windsor Place, and run north into the site, connecting to Alley #1 at a "T".

Lot Development

- Lot D3.1 will be developed into a 10 story commercial building with ground floor retail
- Lot D3.2 will be developed as 10 story commercial building with ground floor retail or as a 6 story building with residential over retail.
- Lot D3.3 will be developed as a 10 story commercial building or as a 6 story podium with residential over retail and a residential tower up to 20 stories in height.
- Front setbacks will be increased abutting Prospect Street to accommodate sidewalks that are at least 12 feet in width.
- Development on Lot 3.1 must not inhibit a connection at Prospect Street to the proposed community path along the commuter rail/green line extension rail right-of-way.
- D3 buildings' architecture must be articulated to terminate the important views to the site looking from Concord Avenue, Tremont Street, and Columbia Street.
- Buildings developed for each lot (D3.1, D3.2, & D3.3) must be designed by a different architect to ensure architectural design diversity. This does not prohibit a single Architect of Record for permitting.

LOOKING INTO THE FUTURE

A GRAND ENTRANCE FOR BOYNTON YARDS

Grand Junction

In addition to Boynton Yards, there are additional areas around Union Square that can become walkable, mixed-use districts with job creating companies and transit accessible housing. These are the areas closest to the Grand Junction rail line, an area that can serve the community with future rail and pedestrian connections through Cambridge to Allston.

The first of these sites is what is current the shopping center that includes Target. This auto-oriented building underutilizes a large amount of land that is located less than a 10 minute walk from the Union Square Green Line Station. The proposed plan redesigns the intersection at Somerville Avenue, McGrath Highway and Medford Street consistent with the McGrath Highway de-elevation studies. When McGrath highway is reconstructed into an urban boulevard this site will become an even more important entrance to the City as well as Union Square

The parcel is then subdivided into several urban blocks and a new public park. The redevelopment of this parcel will also repair a large hole in the street frontage of Somerville Avenue making walking to Union Square from the Target area much more pleasant.

1. The redesign of this parcel strengthens the pedestrian and bicycle connection across McGrath "Boulevard" making it easy to travel to and from Brickbottom neighborhood and provide important visual and physical connection between Boynton Yards, McGrath Boulevard and Brickbottom that, long term, might function as one area referred to as "Downtown Somerville".

2. A multi-level Target store can serve as an anchor retail tenant for the redevelopment along with several large commercial, mixed-use, and lab buildings. The corner of this site could be a location for an iconic civic building, although the exact civic needs for a building at this site are not known at this time..

3. A new park could be sited on the redevelopment of this shopping center using a portion of this site and a portion of the Charlestown Street site being taken by the MBTA as part of the green line construction. This is an area large enough for a park with sports and recreation facilities. It also creates a green buffer between the higher density office and laboratory development in the Target and Boynton Yards sites and the existing residential neighborhood to the north..

4. With new development by Grand Junction, there is an opportunity to extend a new street or pedestrian path from Somerville Avenue across the Fitchburg Commuter Rail/Green Line right of way to connect with Earle Street in Boynton Yards. This new connection in the street network will provide greater flexibility for accessing this important job center. The City will need to work with MBTA and MassDOT to determine the feasibility of this connection..

Grand Junction

Further development opportunities in this area are available across Medford Street, both adjacent to the existing Milbrook building, and also on the former Pat's Tow site. These parcels have the potential to be subdivided into dense urban blocks creating an excellent collection of transit oriented development parcels adjacent to potential two new subway stations. These sites, with limited proximity to the residential neighborhoods, are exceptional locations for higher density office development.

The new development can be oriented toward Medford Street to strengthen this as a key street access Cambridge and Kendall Square. There are number of higher quality brick buildings that should be retained and retrofitted to sustain the unique character of the neighborhood. The redevelopment of these parcels should take advantage of the McGrath bridge to provide access to shared parking facilities that can be conveniently located below street level.

Long term, the community can advocate for an additional regional transit opportunity located at the Grand Junction site. Not only can another Green Line station serve the eastern edge of Boynton Yards, but a new heavy rail line, what this plan has been calling the Yellow Line, might be possible along the existing Grand Junction Rail Line. Others want to have a shared-use path along this right-of-way. Either way, this connection could further strengthen activity and connectivity for those who live, work, and play in Union Square.

1 .

2 .

3 .

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McGrath Boulevard

A BRIEF HISTORY OF THE MCGRATH HIGHWAY

For generations, heavy transportation infrastructure, including the McGrath Highway, has isolated the Inner Belt and Brickbottom districts. The Massachusetts Department of Transportation's Grounding McGrath initiative will have major implications for the future of these neighborhoods and Union Square.

State Route 28, known as McGrath Highway in Somerville and O'Brien Highway in Cambridge, is a classic example of a freeway being cut through a pre-existing urban neighborhood, serving suburban automobile commuters at the expense of urban residents and business operators.

Along its 1.5 mile length in Somerville, the oversized McGrath Highway divides neighborhoods, denying many residents the ability to safely walk to the neighborhood school or grocery store. The elevated section between Washington Street and the Cambridge city line, known as the McCarthy Viaduct, constructed in the mid 1950's, created a towering wall that separates Brickbottom from the historic and walkable Union Square neighborhood to the west.

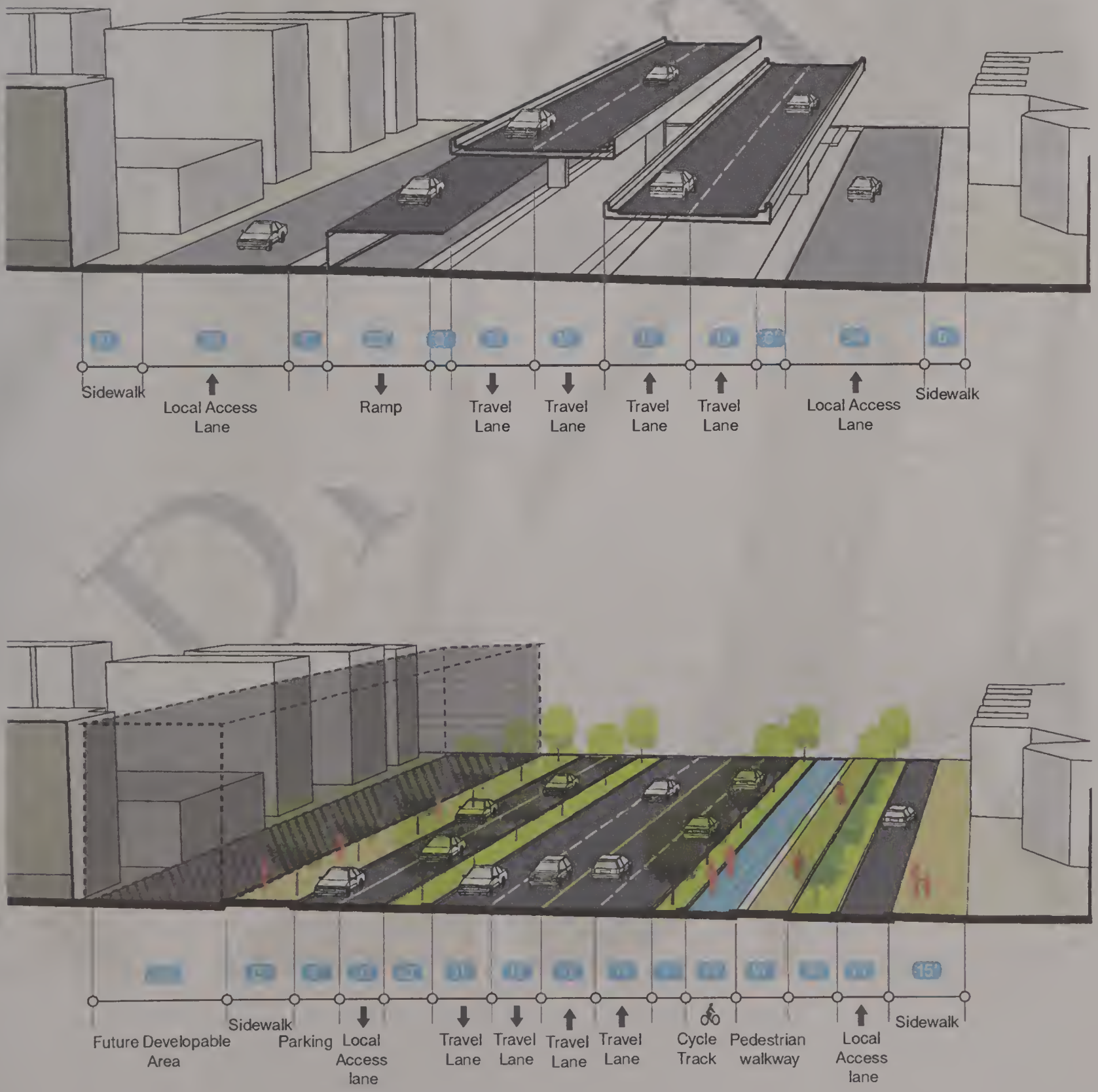
Today, coordinated planning is beginning to turn this historic barrier into an asset. While community members have been advocating to remove the elevated portion of McGrath for many years, the concept is finally becoming a reality. Under Governor Deval Patrick's administration, the Massachusetts Department of Transportation has engaged in a series of landmark collaborations to evaluate whether and how to move forward and implement the community's vision.

In 2011, the "Grounding McGrath" study was launched, blending traditional traffic engineering with 21st century values that focus on urban design and livability in the highway corridor.

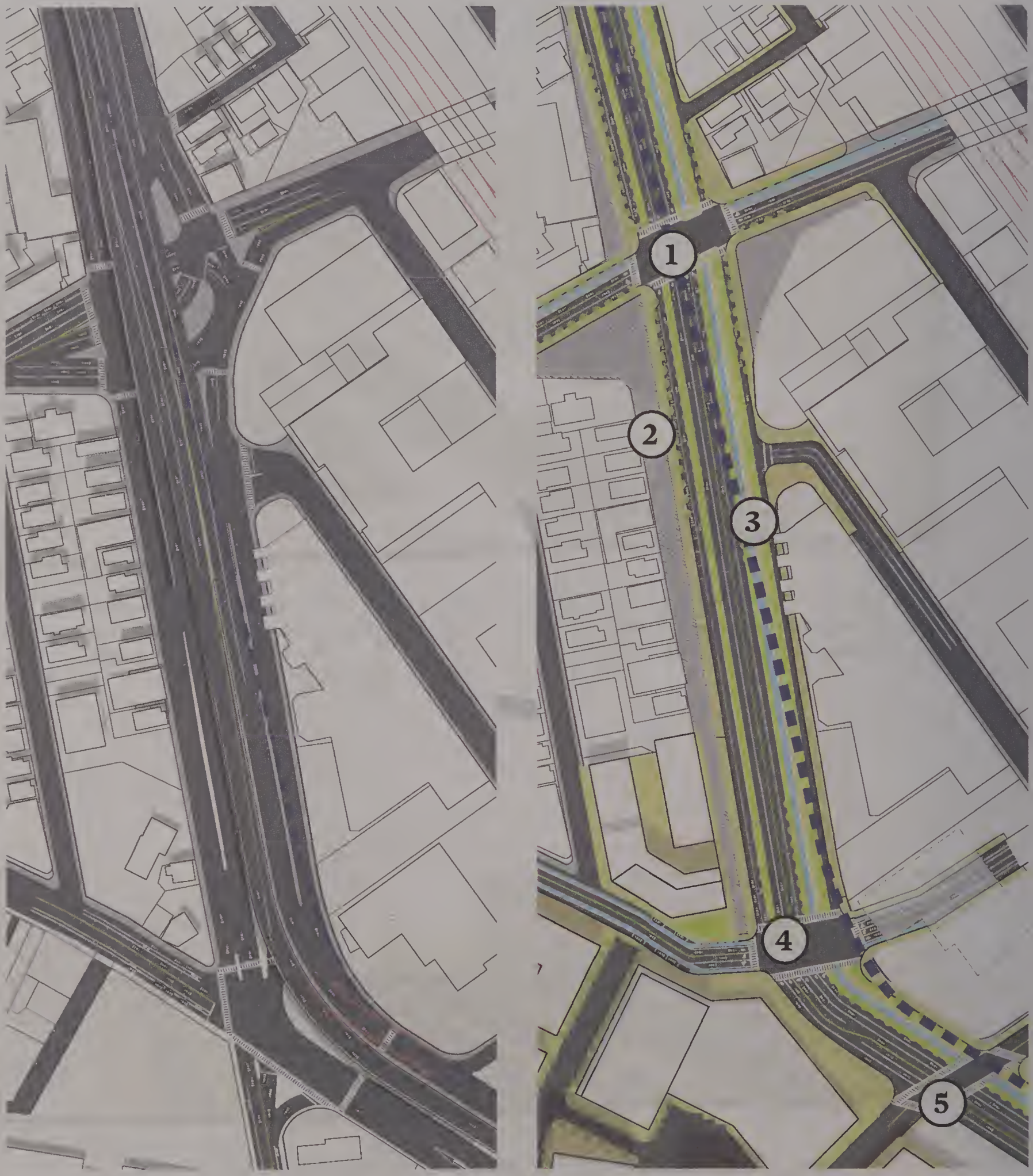
A two-year public process was led by MassDOT, working through existing conditions analysis, development of alternatives for study, alternatives analysis, and ultimately recommendations. Economic development, environmental sustainability and public health figured prominently in the study process. Consistent participation by local residents, community-based organizations, municipal governments, and state agencies allowed for a meaningful dialogue about various strategies being considered.

In May 2013, the study team shared its recommendations with the public, calling for removal of the elevated McCarthy Viaduct and replacement with an at-grade roadway that better serves all users. In December 2013, a draft study report was published for public review and comment. The Grounding McGrath initiative will now move into its formal environmental review stage.

McGrath Highway transformed from a grade-separated highway into an at-grade boulevard, with both high-speed regional traffic, slow-flow local traffic, and separated bicycle and walking paths.



McGrath Boulevard



As the Mass DOT considers the future of the McGrath Highway, the Somerville by Design process has proposed a plan that would transform this barrier into boulevard. This fully integrated urban street would humanize this entire area of the City and provide clear and safe connections between Union Square and the Inner Belt and Brickbottom.

The plan contemplates an at-grade boulevard — a multi-modal, high performing street that accommodates fast-moving regional traffic, slow-flow local traffic, on-street parking, and a linear park with separated pedestrian and bicycle paths, anticipated to extend from north of Washington Street to the bridge South of Somerville Avenue.

The plan also envisions new at-grade intersections at Washington Street, Somerville Avenue, and Medford Street, providing for additional development opportunities and stronger gateways into Somerville and Union Square.

A BOULEVARD is an urban thoroughfare with two or more lanes of free-flowing traffic in the center, with local access lanes that move at a slower speed to either side.

1. The currently grade-separated intersection of McGrath and Washington Street consumes an incredible amount of land area. The proposed plan, which shows an at-grade intersection, provides XX new acres of developable land that can be bought back onto the tax rolls of the City. This is achieved as a result of lane reductions on both streets, less sweeping curb cuts, and simplified movements.

2. By simplifying the design of the McGrath Highway into an at-grade, six-lane boulevard, the width of the roadway can be reduced by XX feet, while also accommodating a linear greenway. This creates more land along the western edge of the corridor. Land that can be used to expand the existing multi-unit buildings or to be redeveloped into larger mixed-use buildings that would better frame the new boulevard and provide additional commercial tax base for the City.

3. The linear park provides XXX SF of additional park space within the neighborhood. The greenway can accommodate a 10 ft two-way cycle track for high-speed bicycle travel, as well as a 10 ft pedestrian path. This linear park will connect the cycle-track on Washington Street with the proposed community path on the XXX rail corridor creating an important link in the regional bicycling network.

4. A second gateway intersection will occur at the intersection of Somerville Avenue and McGrath. A reconfigured intersection, creates not only a safer, more pedestrian friendly intersection, but also more interesting redevelopment parcel that take advantage of their adjacency to this regional transportation corridor. The special development sites along Somerville Avenue and McGrath over substantial opportunity for creating a vibrant redevelopment of these auto-oriented sites and resulting in a significant gateway to the Boynton Yards and Union Square transformation areas.

5. The intersection of McGrath and Medford Street requires careful design to ensure continued flow of high-volume traffic into Cambridge. Currently, high-speed geometries and a straight move south from McGrath onto Medford Street handles this movement. A more regularized intersection is desired as a way to create an intersection that creates both an east / west connection to Brickbottom as well as a well scaled block between Medford and Somerville Avenue that can be redeveloped into a high-density commercial and mixed-use, gateway project.

PROSPERITY

The Fiscal Implications of the Union Square Neighborhood Plan.

The table on the right quantifies the development capacity reflected in the neighborhood plan.

The City is working with TisclerBise on a fiscal impact analysis of the Union Square neighborhood plan. The information will be posted online as soon as it's completed.

	D Parcels	Boynton	T Parcels	Total
Residential GSF	827,819 - 1,011,778	760,919 - 837,010	591,733 - 723,230	2,104,380 - 2,572,020
Commercial GSF	1,156,565 - 1,156,565	964,817 - 1,179,221	1,013,682 - 1,238,944	3,238,212 - 3,831,744
Office / Lab GSF	1,006,755 - 1,230,478	880,328 - 1,075957	924,398 - 1,129,819	2,811,482 - 3,436,256
Art & Creative GSF	93,477 - 114,250	82,749 - 101,138	80,271 - 98,109	256,497 - 313,497
Retail GSF	149,809 - 183,100	84,488 - 103,262	89,283 - 109,124	323,581 - 395,489
Civic SF	24,108 - 29,456	5,343 - 6,530	0	29,451 - 35,996
Residential Units	975 - 1,192	851 - 1,040	735 - 898	2,561 - 3,130
Affordable Units	195 - 238	170 - 208	147 - 180	512 - 626
Commercial Office Jobs	3,647 - 4,458	3,189 - 3,898	2,957 - 3,614	9,793 - 11,970
Retail Jobs	374 - 457	211-257	223 - 272	842 - 986
Public Space	5 - 7	7 - 9	2.5+	12 - 15

Draft-Fiscal Impact Analysis of Union Square and Boynton Yards

Prepared for:

City of Somerville, Massachusetts

November 16, 2015

Prepared by:

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November 2015

Draft

FISCAL IMPACT ANALYSIS REPORT FOR UNION SQUARE AND BOYNTON YARDS

City of Somerville, Massachusetts

TABLE OF CONTENTS

EXECUTIVE SUMMARY **1**
Figure 1. Summory of Union Square Development Progrom *2*
Figure 2. Summary of Boynton Yords Development Program *3*
Figure 3. Summory of Cumulotive Net Fiscol Impact Results (in $1,000's) *3*
Figure 4. Summary of Annuol Net Fiscal Impoct Results *4*

MAJOR ASSUMPTIONS **7**

FISCAL IMPACT ANALYSIS RESULTS AND FINDINGS **9**
Figure 5. Summory of Cumulotive Net Fiscol Impoct Results (in 1,000's) *10*
Figure 6. Summary of Cumulotive Net Fiscol Impact Results (Graph) *10*
Figure 7. Annuol Net Fiscol Results: Union Squore ond Boynton Yards *12*
Figure 8. Averoge Annual Net Fiscal Impocts by Time Period *13*

REVENUE AND COST SUMMARY **14**
Figure 9. Cumulotive General Fund Revenues from Union Square and Boynton Yords *14*
Figure 10. Cumulotive Operoting Expenditures from Union Square and Boynton Yards *15*
Figure 11. Cumulotive Capital Expenditures from Union Square and Boynton Yords *16*

APPENDIX A **17**
Figure A1. Bose Year Demographic Doto *17*

APPENDIX B **18**
Figure C1. Generol Fund Property Tax Level of Service Foctors/Projection Methodologies *19*
Figure C2: Assessed Volue Assumptions *19*
Figure C3: General Fund Excise Tox Level of Service Foctors/Projection Methodologies *20*
Figure C4: General Fund Penolties & Interest on Toxes Level of Service Foctors/Projection Methodologies *20*
Figure C5: General Fund PILOT Payments Level of Service Foctors/Projection Methodologies *21*
Figure C6: General Fund Charges-Trosh Level of Service Factors/Projection Methodologies *21*
Figure C7: General Fund Fees Level of Service Factors/Projection Methodologies *22*
Figure C8: Generol Fund Rental Foctors/Projection Methodologies *23*
Figure C9: Generol Fund Other Deportment Revenue Foctors/Projection Methodologies *23*
Figure C10: General Fund License and Permit Revenue Foctors/Projection Methodologies *24*
Figure C11: General Fund Fines ond Forfeitures Level of Service Foctors/Projection Methodologies *25*
Figure C12: Generol Fund Miscelloneous Recurring Revenue Level of Service Factors/Projection Methodologies *25*
Figure C13: Generol Fund State Revenue Factors/Projection Methodologies *26*
Figure C13: General Fund Other Financing Sources Factors/Projection Methodologies *26*
Figure C14: General Alderman Expenditures - Level of Service Foctors/Projection Methodologies *27*
Figure C15: Clerk of Committees Expenditures - Level of Service Factors/Projection Methodologies *28*
Figure C16: Office of Sustoinability Expenditures - Level of Service Foctors/Projection Methodologies *28*

DRAFT

Figure C17: Communications ond Community Engogement Expenditures - Level of Service Factors/Projection Methodologies 29
Figure C18: Personnel Expenditures - Level of Service Foctors/Projection Methodologies 29
Figure C19: Informotion Technology Expenditures - Level of Service Foctors/Projection Methodologies 30
Figure C20: Elections Expenditures - Level of Service Factors/Projection Methodologies 30
Figure C21: Veterons Services Expenditures - Level of Service Foctors/Projection Methodologies 31
Figure C22: Treosurer/Collector Expenditures - Level of Service Foctors/Projection Methodologies 31
Figure C23: Auditing Expenditures - Level of Service Foctors/Projection Methodologies 32
Figure C24: Purchosing Expenditures - Level of Service Foctors/Projection Methodologies 32
Figure C25: Boord of Assessors Expenditures - Level of Service Foctors/Projection Methodologies 33
Figure C26: Gronts Expenditures - Level of Service Factors/Projection Methodologies 33
Figure C27: City Clerk Expenditures - Level of Service Factors/Projection Methodologies 34
Figure C28: Low Expenditures - Level of Service Foctors/Projection Methodologies 34
Figure C29: OSPCD Administrotion Expenditures - Level of Service Foctors/Projection Methodologies 35
Figure C30: COSPCD Plonning ond Zoning Expenditures - Level of Service Foctors/Projection Methodologies 35
Figure C31: OSPCD Housing Expenditures - Level of Service Foctors/Projection Methodologies 36
Figure C31: OSPCD Economic Development Expenditures - Level of Service Factors/Projection Methodologies 36
Figure C33: OSPCD Inspection Services Expenditures - Level of Service Factors/Projection Methodologies 37
Figure C34: Emergency Monogement Expenditures - Level of Service Factors/Projection Methodologies 38
Figure C35: Fire Expenditures - Level of Service Foctors/Projection Methodologies 38
Figure C36: Fire Alorm Expenditures - Level of Service Foctors/Projection Methodologies 39
Figure C37: Police E-911 Expenditures - Level of Service Factors/Projection Methodologies 39
Figure C49: Public Works-Solid Woste Expenditures - Level of Service Foctors/Projection Methodologies 47
Figure C50: Public Works-Buildings and Grounds Expenditures - Level of Service Foctors/Projection Methodologies 47
Figure C52: Public Works-Weights ond Meosures Expenditures - Level of Service Foctors/Projection Methodologies 48
Figure C53: School Committee Expenditures - Level of Service Foctors/Projection Methodologies 49
Figure C54: School Administrotion Expenditures - Level of Service Foctors/Projection Methodologies 49
Figure C55: Curriculum Expenditures - Level of Service Foctors/Projection Methodologies 49
Figure C56: Student Services Expenditures - Level of Service Foctors/Projection Methodologies 50
Figure C57: Technology Expenditures - Level of Service Factors/Projection Methodologies 50
Figure C58: Facilities Expenditures - Level of Service Factors/Projection Methodologies 51
Figure C59: PK-12 Programs Expenditures - Level of Service Foctors/Projection Methodologies 51
Figure C60: PK-12 Programs Expenditures - Level of Service Foctors/Projection Methodologies 52
Figure C61: Pupil Generotion Rotes 54

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EXECUTIVE SUMMARY

TischlerBise is under contract with the City of Somerville to conduct a fiscal impact analysis of the Union Square and Boynton Yard development plans. A fiscal impact evaluation analyzes revenue generation and operating and capital costs to a jurisdiction associated with the provision of public services and facilities to serve new development—residential, commercial, industrial, or other. It includes all direct revenues and costs associated with a specific project. Unlike an economic impact analysis, it does not include spin-off, or indirect, impacts from development but rather identifies whether sufficient revenues will be generated from the new development to cover all related direct costs. For the Union Square and Boynton Yards fiscal impact analysis, all tax-supported Funds (General Fund and Community Preservation Fund) services and facilities are included in the analysis.

Many of the assumptions on which the analysis is based can be viewed as policy-making decision points, which if modified, would affect the overall results. For example, the level of capital expenditures for Union Square and Boynton Yards development assumed in the analysis, and the resulting costs, are projected independent of the current city Capital Investment Plan, which covers all citywide infrastructure needs. Rather, the capital costs projected in this analysis reflect the true costs to serve growth, regardless of whether the resources are available to cover the costs. Obviously, the City will continue to balance its budget each year, considering financial guidelines and policies, applicable operating impacts, and available resources.

DEVELOPMENT PROGRAMS

Union Square and Boynton Yards are approximately 2.5 miles northwest of downtown Boston. The neighborhood is located at the southern end the City of Somerville, abutting the City of Cambridge to the south and west. Located at the foot of Prospect Hill, Union Square has historically been a center of commerce, rail, manufacturing, and industry.

As shown in Figure 1 on the following page, the Union Square land use plan calls for a net increase of 1,084 housing units over a 20-year period, with the 217 of these units qualifying as affordable units. The population increase associated with these units is 2,049 persons. There is a net increase of 1.38 million square feet of nonresidential space projected with office use comprising the greatest share at 1.1 million square feet, followed by retail space (166,455). Employment associated with this nonresidential development is estimated at 4,829.

Figure 1. Summary of Union Square Development Program

Key Development Assumptions

Union Square

Residential		Assessed Value*	Persons Per HU**	Pupils er HU***
Population	2,049 Persons			
Residential Units	867 Units	$190,000 Per Unit	1.89	0.13
Affordable Units	217 Units	$91,200 Per Unit	1.89	0.13
Nonresidential		**Assessed Value***	**Jobs/ 1,000 SF#**	
Jobs	4,829 Jobs			
Retail	166,455 Sq. Ft.	$340 Per Sq. Ft.	2.50	
Creative Enterprise	103,864 Sq. Ft.	$200 Per Sq. Ft.	2.86	
Office	1,118,617 Sq. Ft.	$340 Per Sq. Ft.	3.63	
Hotel Rooms	175 Rooms	$290,000 Per Room	0.33	

*Provided by the City of Somerville. Hotel assumes a full service hotel.

**US Census Bureau ACS data

***US Census Bureau Public Use Mircosample data

#Based on information from the Institute of Transportation Engineers

As shown in Figure 2 on the following page, the Boynton Yards land use plan calls for a net increase of 1,762 housing units over a 20-year period, with the 352 of these units qualifying as affordable units. The population increase associated with these units is 3,330 persons. There is a net increase of 2.37 million square feet of nonresidential space projected with office use comprising the greatest share at approximately 2.0 million square feet, followed by retail space (193,080). Employment associated with this nonresidential development is estimated at 8,274.

Figure 2. Summary of Boynton Yards Development Program

Key Development Assumptions
Boynton Yards

Residential		Assessed Value*	Persons Per HU**	Pupils Per HU***
Population	3,330 Persons			
Residential Units	1,410 Units	$190,000 Per Unit	1.89	0.13
Affordable Units	352 Units	$91,200 Per Unit	1.89	0.13
Nonresidential		**Assessed Value***	**Jobs/ 1,000 SF#**	
Jobs	8,274 Jobs			
Retail	193,080 Sq. Ft.	$340 Per Sq. Ft.	2.50	
Creative Enterprise	181,134 Sq. Ft.	$200 Per Sq. Ft.	2.86	
Office	2,005,252 Sq. Ft.	$340 Per Sq. Ft.	0.00	

*Provided by the City of Somerville
**US Census Bureau ACS data
***US Census Bureau Public Use Mircosample data
#Based on information from the Institute of Transportation Engineers

CUMULATIVE NET FISCAL IMPACTS

Figure 3 below shows the ***cumulative*** results for each development area. The analysis includes all variable revenues generated by Union Square and Boynton Yards. All operating and capital costs attributable to each development are included in the analysis. Comparing available resources to projected costs reveals overall net surpluses or (net deficits). As shown in Figure 3, the fiscal impact analysis results show that revenues generated by development within both Union Square and Boynton Yards will be sufficient to cover the resulting operating *and* capital costs to the City. Boynton Yards generates the greatest cumulative surplus at $168 million, or $8.4 million annually. Union Square generates a cumulative net surplus of $44.2 million, or $2.2 million on an average annual basis.

Figure 3. Summary of Cumulative Net Fiscal Impact Results (in $1,000's)

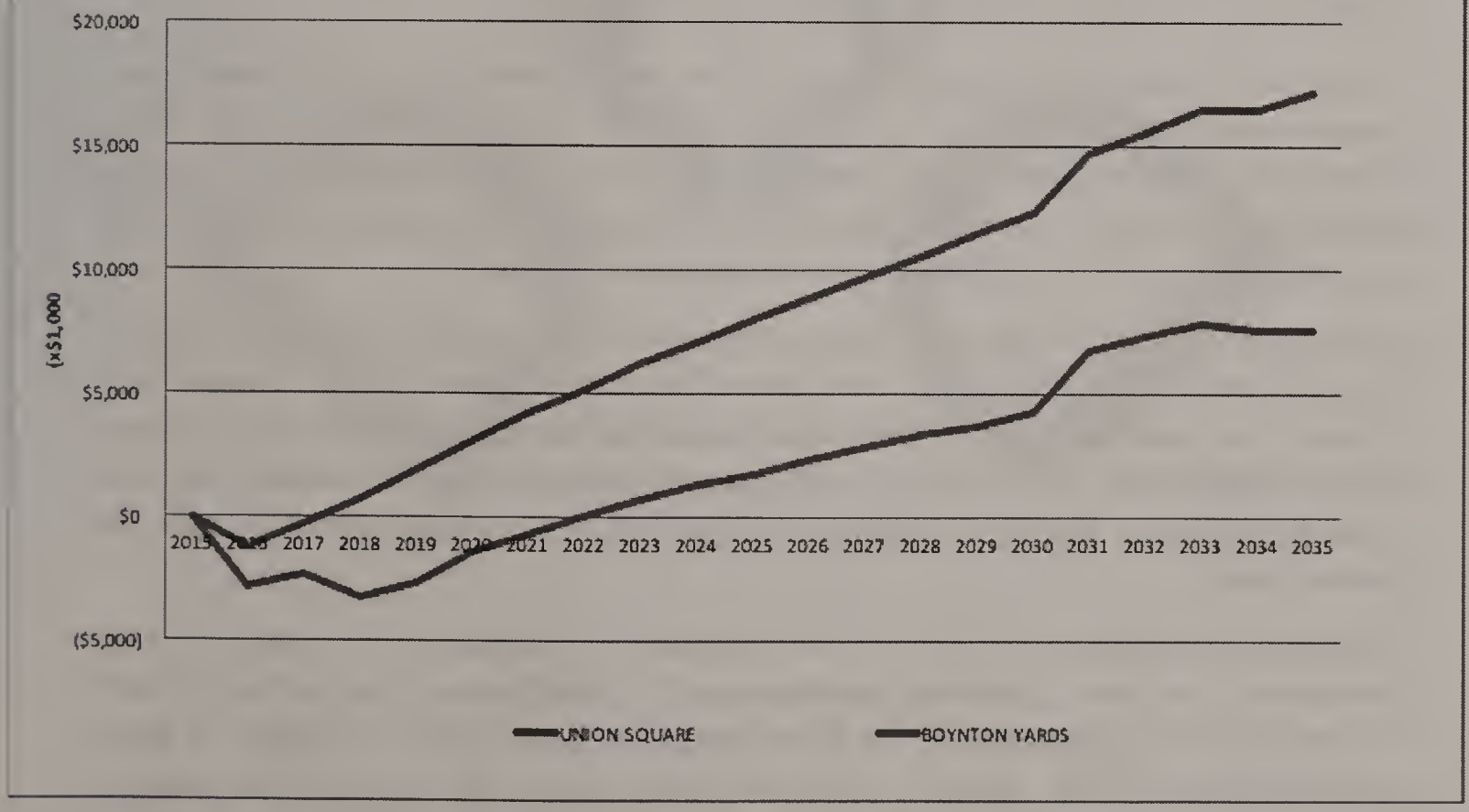
SUMMARY OF CUMULATIVE FISCAL IMPACTS WITH UTILITY/STREETS INFRASTRUCTURE COSTS UNION SQUARE AND BOYNTON YARDS FISCAL IMPACT ANALYSIS		
	SCENARIO	
REVENUE	UNION SQUARE	BOYNTON YARDS
Total General Fund Revenue	$200,785,951	$270,810,381
Total Special Revenue	$128,973	$182,298
TOTAL REVENUE	**$200,914,924**	**$270,992,679**
EXPENDITURES		
Total City General Fund Operating Expenditures	$60,402,277	$45,638,079
Total City Special Revenue Fund Expenditures	$0	$0
Total Public Schools Operating Expenditures	$4,544,788	$7,050,966
Total City Capital Expenditures	$91,726,251	$50,227,089
TOTAL EXPENDITURES	**$156,673,317**	**$102,916,133**
NET CUMULATIVE FISCAL IMPACT	**$44,241,607**	**$168,076,546**
AVERAGE ANNUAL IMPACT	**$2,212,080**	**$8,403,827**

ANNUAL NET FISCAL IMPACTS

Figure 4 below shows the ***annual*** (year-to-year) net fiscal results for the Union Square and Boynton Yards projects over the 20-year analysis period. Each year reflects total revenues generated minus total expenditures incurred in the same year. Both capital and operating costs are included. By showing the results annually, the magnitude, rate of change, and timeline of deficits and revenues can be observed over time. Data points above the $0 line represent annual net surpluses; points below the $0 line represent annual net deficits. Each year's net surplus or deficit is *not* carried forward into the next year in this graphic. This enables a comparison from year-to-year of the net results without distorting the revenue or cost side of the equation.

As shown below, net surpluses are generated in each year. Capital improvements and expenditures are assumed to be debt financed in this analysis, which has a "smoothing effect" on the results. That is, debt service payments are spread over 20 -30 years, depending on expenditure, as opposed to a large expenditure in one or two years.

Figure 4. Summary of Annual Net Fiscal Impact Results



CONCLUSIONS

The following major conclusions can be drawn from the analysis:

- Union Square and Boynton Yards each generate net surpluses to the City over the 20-year analysis period, with Boynton Yards producing the greatest fiscal benefits. Due to the marginal cost methodology employed as part of this analysis, Union Square and Boynton Yards each benefit from existing economies of scale from a service delivery perspective, as well as existing infrastructure capacity in certain areas since the City already serves each study area.

- Boynton Yards generates the best results, with a cumulative net surplus of $168 million, or $8.4 million annually. The reason for greater fiscal results in two fold. First, because of the marginal nature of this analysis, there is much less infrastructure required for the development of Boynton Yards. Second, Boynton Yards assumes substantially more development, which generates greater property tax over the 20-year analysis. This additional $63 million in property tax, combined with the required infrastructure costs that are almost half that of Union Square, equal greater fiscal benefits.

- Both development areas generate cumulative net deficits to the capital fund, as the City has dedicated no capital revenue other than grants and bond proceeds to the projects at this time. However, the net surpluses to the General Fund for operations are more than enough to offset the capital deficits. Capital Reserve Fund transfers and value-capture techniques, such as DIF and I-Cubed are not factored into the analysis.

- Because of the upfront infrastructure requirements, both Union Square and Boynton Yards generate net deficits in the initial years. Because of the required infrastructure for Union Square, the annual net deficits are incurred for the first six years compared to the first two years for Boynton Yards. As a result, the City is not "made whole" until years 11-20 of the 20-year analysis period. This is reflected in the average annual results.

- An interesting finding is that the amount of infrastructure required for Union Square or Boynton Yards doesn't necessarily correspond to the relative amount of new development assumed. For example, Boynton Yards assumes approximately 1 million additional square feet of nonresidential development and 678 additional residential units. However, required infrastructure needs total $91.7 million for Union Square, compared to $50.2 million for Boynton Yards.

- Significant capital investment in street and public utility infrastructure is required for each development plan, with significantly more required for Union Square. Debt service for street and public utility infrastructure totals $66.9 million for Union Square, compared to $43.4 million for Boynton Yards. Since it is assumed the debt issue for public utility infrastructure is for a 30-year term, not all costs are shown in this fiscal impact analysis. A 15-year bond term is assumed for streetscape infrastructure, so all costs are incurred in the 20-year analysis

period. Another significant capital cost required for Union Square is a preliminary estimate of $20.5 million in principal and interest for the relocation of the existing Fire Station. There are no Fire-related capital costs assumed for Boynton Yards.

- From a land use policy perspective, it is important to acknowledge that fiscal issues are only one concern. Environmental, housing affordability, jobs/housing balance, traffic and other issues must also be taken into consideration when making final assessments on what is best for the City.

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MAJOR ASSUMPTIONS

A fiscal impact analysis determines whether revenues generated by development/redevelopment in Union Square and Boynton Yards are sufficient to cover the resulting costs for service and facility demands placed on the City of Somerville. The fiscal impact analysis conducted by TischlerBise incorporates the case study-marginal cost approach wherever possible. The case study-marginal methodology is the most realistic method for evaluating fiscal impacts. This methodology takes site or geographic-specific information into consideration. Therefore, any unique demographic or locational characteristics of new development are accounted for, as well as the extent to which a particular infrastructure or service operates under, over or close to capacity. Therefore, available facility capacity determines the need for additional capital facilities and associated operating costs. Many of the administrative/general government costs that are impacted by general growth in the City, regardless of location, are projected using a marginal/average cost hybrid methodology that attempts to determine capacity and thresholds for staffing but projects non-salary operating costs using an average cost approach.

The following major assumptions regarding the fiscal impact methodology should be noted.

Marginal, Growth-Related Costs and Revenues: For this analysis, costs and revenues that are directly attributable to new development/redevelopment in Union Square and Boynton Yards are included. Some costs and revenues are not expected to be impacted by demographic changes, and are considered as fixed costs and revenues in this analysis. To determine fixed costs and revenues, TischlerBise reviewed the FY2015 budget and all available supporting documentation. Funds evaluated as part of this analysis include the City's tax-supported funds (e.g., General Fund and Community Preservation Act Fund). Based on this review, preliminary assumptions were developed that were reviewed and discussed with appropriate City department representatives. In some cases, a determination was made based on TischlerBise's extensive national experience conducting public sector fiscal impact analyses.

Level of Service: The cost projections are based on the "snapshot approach" in which it is assumed the current level of service, as funded in the City's FY2015 budget, will continue through the 20-year analysis period. Current demand base data was used to calculate unit costs and service level thresholds. Examples of demand base data include population, dwelling units, employment by type, vehicle trips, etc. In summary, the "snapshot" approach does not attempt to speculate about how levels of service, costs, revenues and other factors will change over 20 years. Instead, it evaluates the fiscal impact to the City as it currently conducts business under the present budget.

Revenue Structure and Tax Rates: Revenues are projected assuming that the current revenue structure and tax rates, as defined by the FY2015 budget, will not change during the analysis period.

Inflation Rate: The rate of inflation is assumed to be zero throughout the projection period, and cost and revenue projections are in constant 2015 dollars. This assumption is in accord with current budget

data and avoids the difficulty of speculating on inflation rates and their effect on cost and revenue categories. It also avoids the problem of interpreting results expressed in inflated dollars over an extended period of time.

Non-Fiscal Evaluations: It should be noted that while a fiscal impact analysis is an important consideration in planning decisions, it is only one of several issues that should be considered. Environmental, social and public safety issues, for example, should also be considered when making planning and policy decisions.

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FISCAL IMPACT ANALYSIS RESULTS AND FINDINGS

Fiscal impact analysis results from development/redevelopment of Union Square and Boynton Yards to the City of Somerville are presented in this section.

Fiscal impact results are derived using annual development projections and levels of service for revenues and costs, which are discussed elsewhere in this document. Results are shown in three ways:

1. ***Cumulative*** results are shown reflecting total revenues, expenditures, and net fiscal results over the development timeframe.
2. ***Annual*** net results are discussed and show the fiscal impacts (annual revenues minus annual expenditures) from one year to the next over the projection period.
3. ***Average annual*** results are shown for 20-year time periods to provide an easy way to understand the magnitude of projected average annual fiscal impacts.

CUMULATIVE NET RESULTS

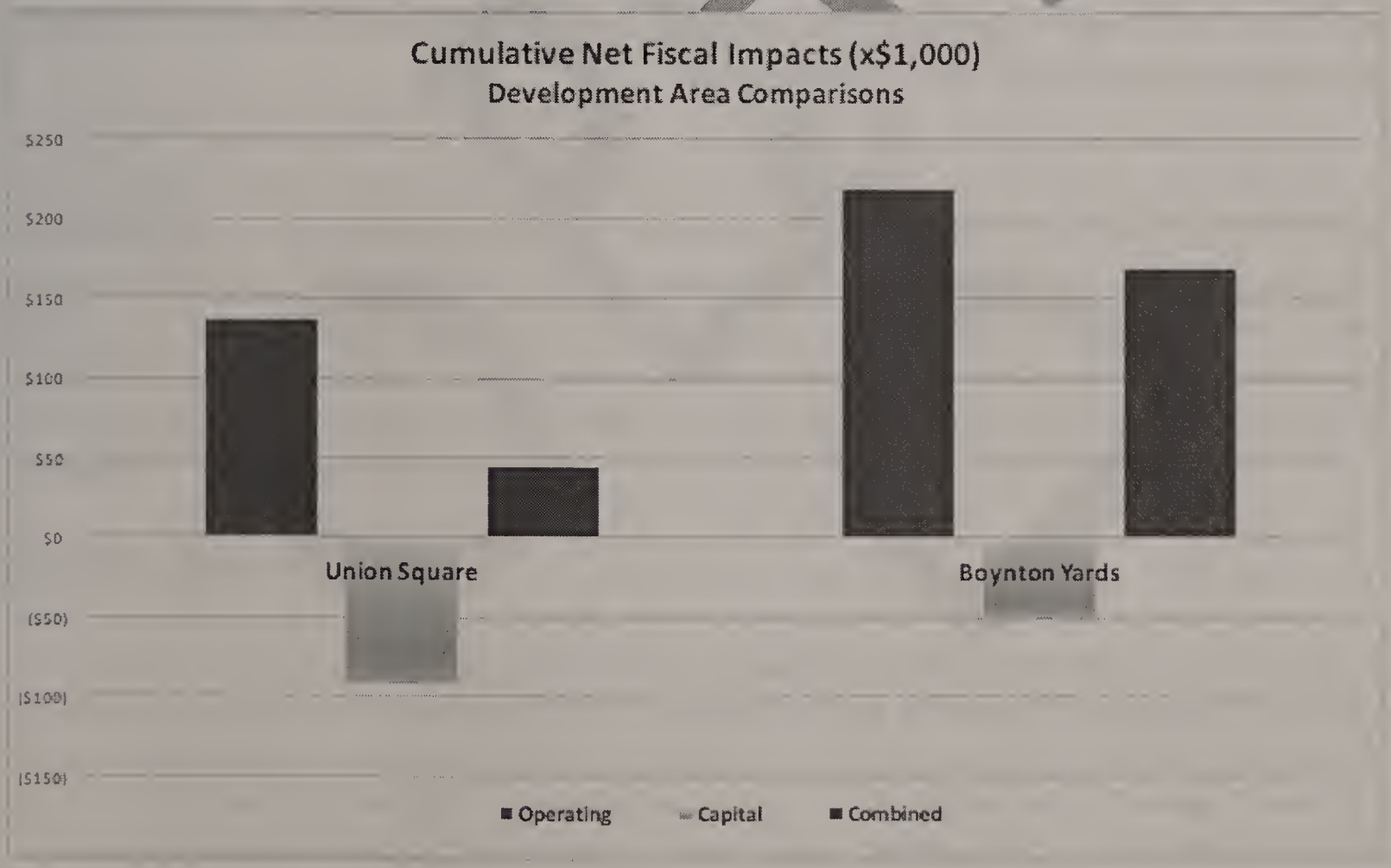
Cumulative figures reflect total revenues generated minus projected operating and capital expenditures over the 20-year development timeframe. The analysis includes all variable revenues generated by Union Square and Boynton Yards. All operating and capital costs attributable to each development are included in the analysis. Comparing available resources to projected costs reveals overall net surpluses or (net deficits). As shown in Figure 3, the fiscal impact analysis results show that revenues generated by development within both Union Square and Boynton Yards will be sufficient to cover the resulting operating *and* capital costs to the City. Boynton Yards generates the greatest cumulative surplus at $190.8 million, or $9.5 million annually. Union Square generates a cumulative net surplus of $74.5 million, or $3.7 million on an average annual basis.

Figure 5. Summary of Cumulative Net Fiscal Impact Results (in 1,000's)

SUMMARY OF CUMULATIVE FISCAL IMPACTS WITH UTILITY/STREETS INFRASTRUCTURE COSTS UNION SQUARE AND BOYNTON YARDS FISCAL IMPACT ANALYSIS		
	SCENARIO	
REVENUE	**UNION SQUARE**	**BOYNTON YARDS**
Total General Fund Revenue	$200,785,951	$270,810,381
Total Special Revenue	$128,973	$182,298
TOTAL REVENUE	**$200,914,924**	**$270,992,679**
EXPENDITURES		
Total City General Fund Operating Expenditures	$60,402,277	$45,638,079
Total City Special Revenue Fund Expenditures	$0	$0
Total Public Schools Operating Expenditures	$4,544,788	$7,050,966
Total City Capital Expenditures	$91,726,251	$50,227,089
TOTAL EXPENDITURES	**$156,673,317**	**$102,916,133**
NET CUMULATIVE FISCAL IMPACT	**$44,241,607**	**$168,076,546**
AVERAGE ANNUAL IMPACT	**$2,212,080**	**$8,403,827**

Cumulative results are shown graphically as well in Figure 6.

Figure 6. Summary of Cumulative Net Fiscal Impact Results (Graph)



As shown above, both development areas generate cumulative net deficits to the capital fund, as the City has no dedicated capital revenue other than grants, bond proceeds and transfers of cash from the

General Fund. However, the net surpluses to the General Fund for operations are more than enough to offset the capital deficits. As discussed in more detail later on this report, capital expenditures required for Union Square are more than twice what is required for Boynton Yards, although Boynton Yards assumes more development. This is primarily due to the the amount of public utility and streetscape infrastructure required to facilitate redevelopment in Union Square.

Annual Net Results

The following figure shows the ***annual*** (year to year) net fiscal results for Union Square and Boynton Yards over the 20-year analysis period. Each year reflects total revenues generated minus total expenditures incurred in the same year. Both capital and operating costs are included. By showing the results annually, the magnitude, rate of change, and timeline of deficits and revenues can be observed over time. The "bumpy" nature of the annual results during particular years generally represents capital costs being incurred.

On the following figure, data points above the $0 line represent annual net surpluses; points below the $0 line represent annual net deficits. Each year's net surplus or deficit is *not* carried forward into the next year in this graphic. This enables a comparison from year-to-year of the net results without distorting the revenue or cost side of the equation.

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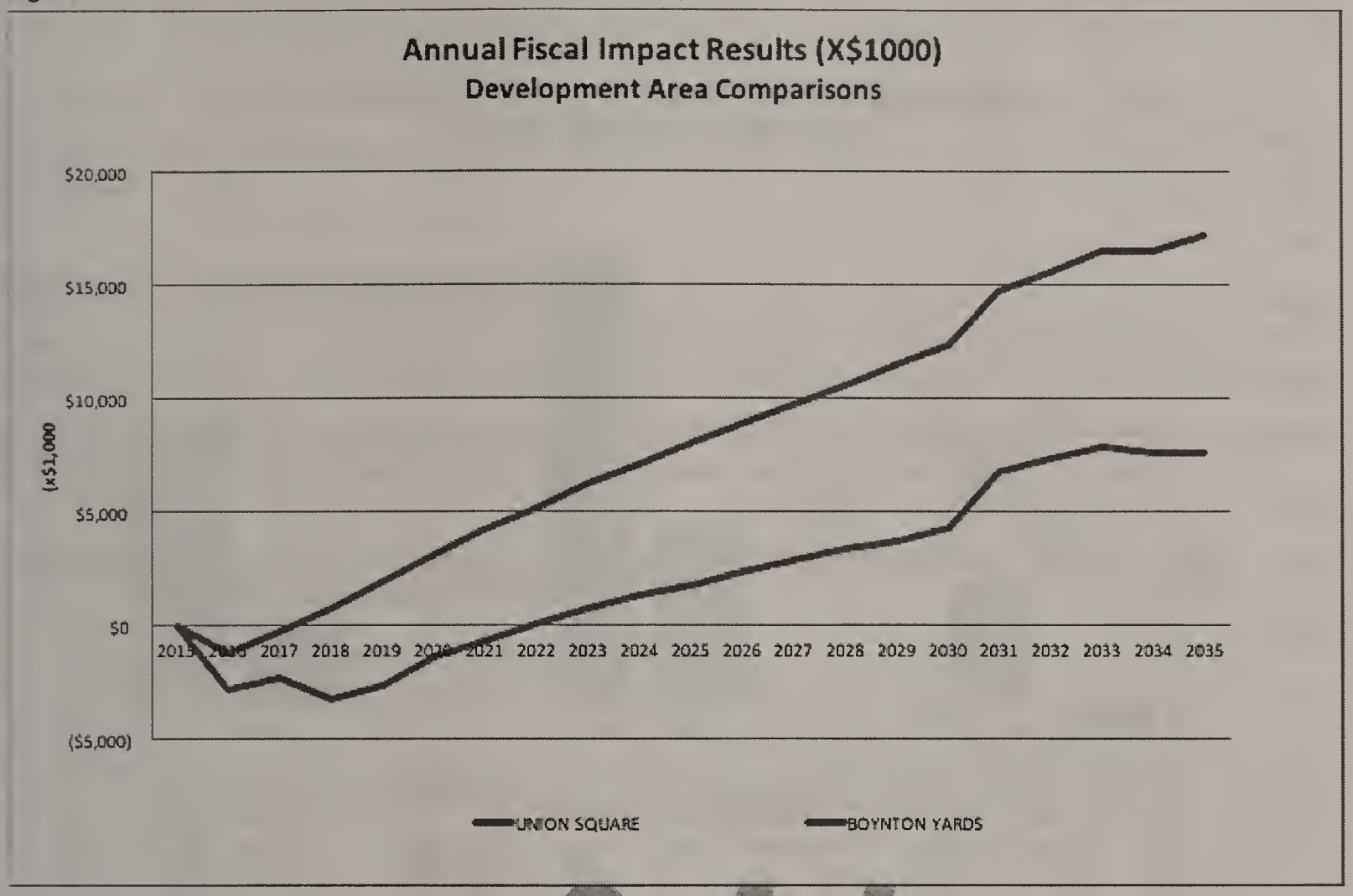
Figure 7. Annual Net Fiscal Results: Union Square and Boynton Yards

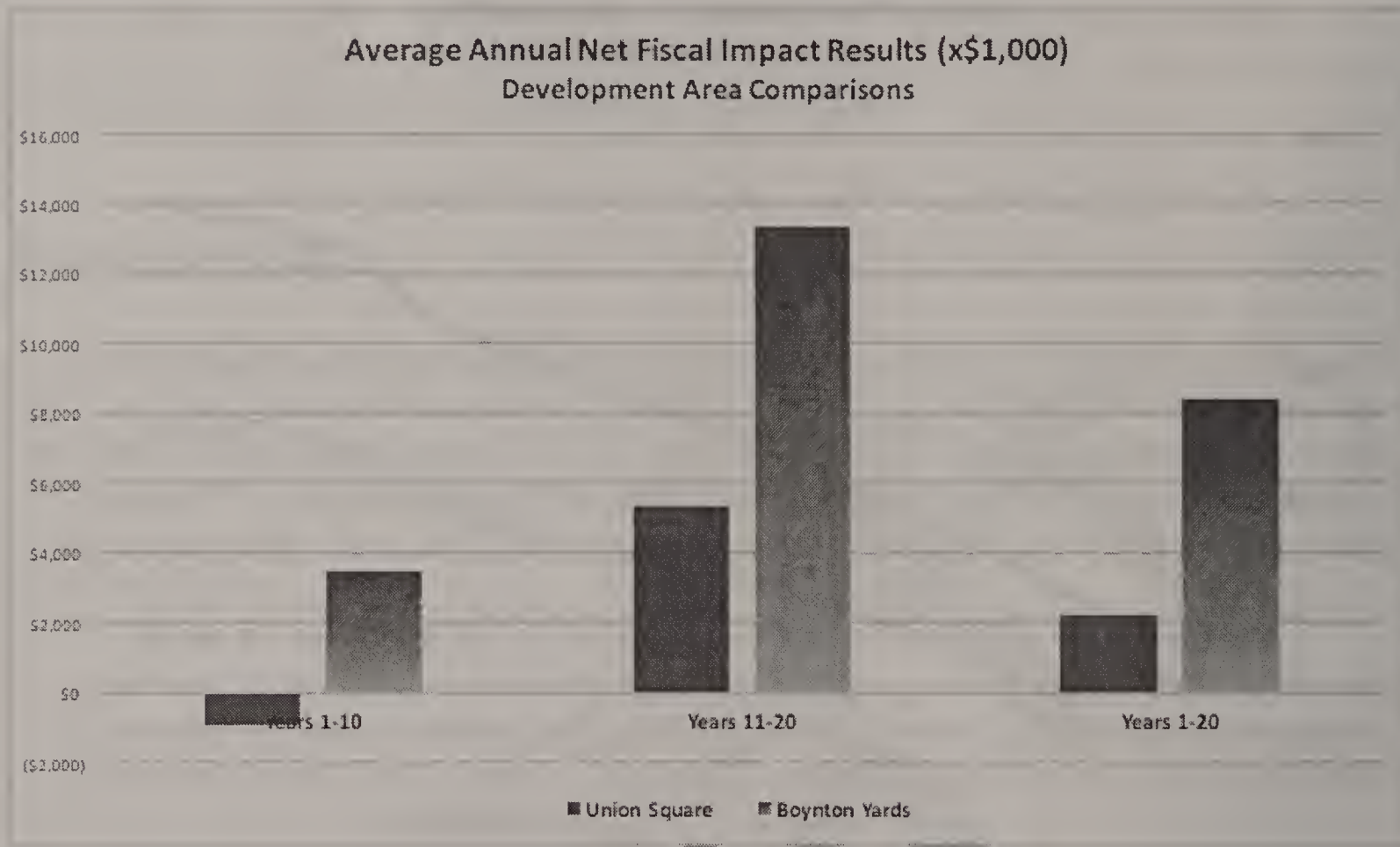


As shown above, initial net deficits are incurred in the initial years for both Union Square and Boynton Yards. Most of the expenditures for capital improvements are assumed to be debt financed in this analysis, which has a "smoothing effect" on the results. That is, debt service payments are spread over 15-30 years, depending on the expenditure, as opposed to a large expenditure in one or two years. Because of the required infrastructure for Union Square, the annual net deficits are incurred for the first six years compared to the first two years for Boynton Yards. These capital expenditures are discussed in more detail in the next section of this report.

AVERAGE ANNUAL RESULTS

For further information, ***average annual*** results are shown graphically below in Figure 8 for three time periods for Union Square and Boynton Yards. As shown in Figure 8, Boynton Yards generates average annual net surpluses in each of the three time periods. Average annual net deficits are generated in years 1-10 in Union Square due to the amount of upfront infrastructure needs. Average annual net surpluses are not generated until years 11-20, when enough development is online and generating sufficient revenue to offset the operating and capital costs.

Figure 8. Average Annual Net Fiscal Impacts by Time Period



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REVENUE AND COST SUMMARY

A summary of projected revenues and costs generated by Union Square and Boynton Yards to the City of Somerville are provided below. These figures are based on the revenue and cost factors described in Appendix B.

General Fund Revenue Projections

Cumulative operating revenue to the City generated over the 20-year projection period for Union Square and Boynton Yards is shown below in Figure 9. As Figure 9 illustrates, cumulative General Fund revenue totals $270.8 million for Boynton Yards compared to $200.7 million for Union Square. Revenue is generally greater for Boynton Yards due to the greater amount of development assumed.

Figure 9. Cumulative General Fund Revenues from Union Square and Boynton Yards

Cumulative Revenue - Scenario Comparisons
City of Somerville, MA
Union Square and Boynton Yards Fiscal Impact Analysis

Category	SCENARIO			
	UNION SQUARE	%	BOYNTON YARDS	%
Property Taxes	$158,335,643	79%	$221,668,718	82%
Excise Taxes	$11,410,504	6%	$5,463,429	2%
Penalties & Interest on Taxes	$0	0%	$0	0%
PILOT Payments	$0	0%	$0	0%
Charges - Trash	$66,326	0%	$105,043	0%
Fees	$392,491	0%	$624,805	0%
Rentals	$0	0%	$0	0%
Other Department Revenue	$8,196	0%	$13,828	0%
Licenses and Permits	$12,281,011	6%	$15,160,821	6%
Fines and Forfeits	$4,492,005	2%	$6,364,215	2%
Investment Income	$0	0%	$0	0%
Misc Recurring	$0	0%	$0	0%
State Revenue	$13,799,776	7%	$21,409,523	8%
Other Financing Source	$0	0%	$0	0%
TOTAL	**$200,785,951**	**100%**	**$270,810,381**	**100%**

As Figure 9 above indicates, Property Taxes is overwhelmingly the largest growth-related revenue source generated by both Union Square and Boynton Yards, comprising 79 percent and 82 percent of total revenue, respectively. State Revenue is the second largest growth-related revenue source, totaling $21.4 million for Boynton Yards and $13.7 million for Union Square. The third largest source of General Fund revenue is License and Permits, which is comprised primarily of development-related revenue (e.g., building permits). The fourth largest General Fund revenue source is Excise Taxes, which are actually greater for Union Square, $11.4 million compared to $5.4 million for Boynton Yards. Revenue is greater for Union Square due to the hotel development assumed, which generates $7.9 million in Local Room Excise Tax.

Operating Expenditure Projections

Cumulative operating expenditures generated over the 20-year projection period are shown in Figure 10 below. As Figure 10 illustrates, cumulative operating expenditures are highest for Union Square at $64.9 million, compared to $52.6 million for Boynton Yards. Although there is more development assumed in Boynton Yards, as explained in more detail below, Public Safety costs are approximately $28.5 million higher for Union Square.

Figure 10. Cumulative Operating Expenditures from Union Square and Boynton Yards

Cumulative Operating Expenditures - Scenario Comparisons
City of Somerville, MA
Union Square and Boynton Yards Fiscal Impact Analysis

Category	SCENARIO			
	UNION SQUARE	%	BOYNTON YARDS	%
General Government	$5,932,580	9%	$9,872,206	19%
Public Safety	$36,094,092	56%	$7,480,867	14%
Culture & Recreation	$651,223	1%	$1,145,346	2%
Public Works	$14,004,937	22%	$21,502,719	41%
Other Items	$3,719,445	6%	$5,636,942	11%
Community Preservation Fund	$0	0%	$0	0%
Somerville Schools	$4,544,788	7%	$7,050,966	13%
TOTAL	**$64,947,065**	**100%**	**$52,689,045**	**100%**

As Figure 10 above indicates, the greatest operating expenditures differ for each development area. For example, in Union Square the greatest operating expenditures are for Public Safety, at $36 million (56 percent of total expenditures). In Boynton Yards the greatest operating expenditures are for Public Works, at $21.5 million (41 percent of total expenditures). The large Public Safety expenditures in Union Square are due to the assumption that additional Police space is required because of the demolition of the existing building as part of the redevelopment of Union Square. It is assumed the City will need to lease space at a cost of $1.7 million annually. For all other operating expenditures, the ranking of total expenditures by category track closely with the amount of new development assumed. Therefore, expenditures are greater for each category under Boynton Yards.

Capital Expenditure Projections

Cumulative capital expenditures generated over the 20-year projection period are shown in Figure 11 below.

Figure 11. Cumulative Capital Expenditures from Union Square and Boynton Yards

Cumulative Capital Expenditures - Scenario Comparisons
City of Somerville, MA
Union Square and Boynton Yards Fiscal Impact Analysis

Category	SCENARIO			
	UNION SQUARE	%	BOYNTON YARDS	%
Parks and Recreation	$0	0%	$0	0%
Required Street/Public Utility Improvements	$66,905,440	73%	$43,433,052	86%
Police	$400,000	0%	$500,000	1%
Fire	$20,548,657	22%	$0	0%
Somerville Public Schools	$3,872,154	4%	$6,294,037	13%
TOTAL	**$91,726,251**	**100%**	**$50,227,089**	**100%**

Cumulative capital expenditures for Union Square total $91.7 million over the 20-year analysis period, compared to cumulative expenditures of $50.2 million for Boynton Yards. Significant capital investment in street and public utility infrastructure is required for each development plan, with significantly more required for Union Square. Debt service for street and public utility infrastructure totals $66.9 million for Union Square, compared to $43.4 million for Boynton Yards. Since it is assumed the debt issue for public utility infrastructure is for a 30-year term, not all costs are shown in this fiscal impact analysis. A 15-year bond term is assumed for streetscape infrastructure, so all costs are incurred in the 20-year analysis period. Another significant capital cost required for Union Square is a preliminary estimate of $20.5 million in principal and interest for the relocation of the existing Fire Station. The Carlson Group of Andover, Massachusetts, is conducting a fire department evaluation and strategic planning study to determine specific fire department needs and costs. There are no Fire-related capital costs assumed for Boynton Yards. The modest capital expenditures for Police for each area reflect the need for additional police cars due to new development and their continued replacement after their two-year life cycle. Projected costs for additional student seats in the Somerville School System total $6.2 million for Boynton Yards, compared to $3.8 million for Union Square. With more residential units in Boynton Yards versus Union Square, it is no surprise that School capital costs are greater. There are no assumed Parks and Recreation costs resulting from Union Square and Boynton Yards. Public space proposed in Union Square and Boynton Yards is assumed to be paid for and built by private development.

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APPENDIX A

BASE YEAR DEMOGRAPHIC DATA

Base year data is used to determine current levels of service, which are used to project future costs. The following summarizes base year demographic data for the City of Somerville.

Figure A1. Base Year Demographic Data

	Base 2015
POPULATION*	75,754
*HOUSING UNITS**	
SINGLE FAMILY-DETACHED	3,670
SINGLE FAMILY-ATTACHED	1,538
MULTIFAMILY	29,167
TOTAL UNITS	34,375

*US Census, Suburbanstats.org

**2013 U.S. Census, American Community Survey, 1-Year Estimates Table B25024

*JOBS****	
RETAIL JOBS	6,640
OFFICE JOBS	7,391
INDUSTRIAL JOBS	2,899
INSTITUTIONAL JOBS	8,016
TOTAL JOBS	24,946

***Total jobs from Massachussets Office of Labor and Workforce Development, 2014

APPENDIX B

This section provides supporting detail on projection factors used in the Union Square and Boynton Yards Fiscal Impact Analysis.

OVERVIEW

Annual costs and revenues attributable to new development are projected using the methodologies described below.

Per Capita (population)

If a cost or revenue is assumed to be allocated on a per capita basis, the budget item is divided by base year population to arrive at the current level-of-service factor.

Per Capita and Employee (Population and Jobs)

Some costs and revenues use both a *per capita and employee (job)* approach. If a cost or revenue is assumed to be allocated on a *per capita and job* basis, it is divided by the population and job estimate to determine the current level-of-service factor.

Custom/Marginal

A marginal cost approach identifies factors that will be impacted by demographic or land use changes and allocates the changes on a marginal basis. These variable factors are determined through a detailed examination of the applicable budgets and conversations with appropriate staff. In these instances, the projection factor is identified as *Direct Entry* or by specific factor (e.g., cumulative assessed value for property tax calculations). Further description is provided in this document where appropriate.

Fixed

Revenue and cost factors that are directly attributable to new development are included in the fiscal impact analysis. Some factors—or a portion—are not expected to be impacted by demographic changes and are fixed in the analysis. As with the variable factors, fixed factors are determined through a detailed examination of applicable budgets and conversations with staff.

GENERAL FUND REVENUE FACTORS

Property Taxes

City General Fund Property Tax revenues and projection factors used in the Fiscal Impact Analysis are shown in Figure C1. The table shows revenue category, specific revenue type, base year (FY15) budget amount, projection methodology and the level of service (LOS) standard/dollar per demand unit.

Figure C1. General Fund Property Tax Level of Service Factors/Projection Methodologies

Revenue Category	Revenue Name	Base Year Budget Amount	Project Using Which Demand Base?	LOS Std $ per Demand Unit
Property Taxes	Property Taxes-Residential	$123,015,413	CUM RES AV	$12.61
	Property Taxes-Nonresidential		CUM NONRES AV	$20.38
	Tax Title Redeemed	$0	FIXED	$0.00
	Tax Foreclosure	$0	FIXED	$0.00

Customized/Marginal Calculations and Notes

- Property tax revenue is calculated by multiplying the assessed values for each land use type by the appropriate tax rate shown above in Figure C1. Figure C2 shows the assumptions for assessed value in the Union Square and Boynton Yard areas.

Figure C2: Assessed Value Assumptions

Residential	Assessed Value*
Residential Units	$190,000 Per Unit
Affordable Units	$91,200 Per Unit
Nonresidential	**Assessed Value***
Retail	$340 Per Sq. Ft.
Creative Enterprise	$200 Per Sq. Ft.
Office	$340 Per Sq. Ft.

*Provided by the City of Somerville

Excise Taxes

City General Fund Excise Tax revenues and projection factors used in the Fiscal Impact Analysis are shown in Figure C3. For example, Motor Vehicle Excise Tax revenue is projected to increase with population and employment generated within the Study Area. Therefore, the FY2015 revenue ($5,600,000) is divided by the current estimate of population and jobs (100,700) for a revenue factor of $55.61. A similar methodology is used for the Local Meals Excise Tax. For those items that are custom calculated—other than population, population and jobs, total units, total nonresidential square footage, and fixed—further detail is provided below the figure.

Figure C3: General Fund Excise Tax Level of Service Factors/Projection Methodologies

Revenue Category	Revenue Name	Base Year Budget Amount	Project Using Which Demand Base?	LOS Std $ per Demand Unit
Excise Taxes	Motor Vehicle Excise Tax	$5,600,000	POP AND JOBS	$55.61
	Urban Excise	$125,000	FIXED	$0.00
	Local Meals Excise	$1,437,448	POP AND JOBS	$14.27
	Local Option Room Excise	$703,556	HOTEL REVENUE	4.0%

Customized/Marginal Calculations and Notes

- The Local Option Room Tax is calculated using a marginal methodology using the following assumptions. An annual occupancy rate of 81.6% and an average room rental rate of $239 per room. This information is based on 2014 data compiled by Pinnacle Advisory Group for the Somerville/Cambridge area.
-

Penalties and Interest on Taxes

City General Fund Penalties and Interest on Taxes revenues and projection factors used in the Fiscal Impact Analysis are shown in Figure C4. It is assumed in this analysis that all taxes are collected at a 100% rate. Therefore, it is assumed there is no increase in Penalties and Interest on Taxes as a result of Union Square and Boynton Yards.

Figure C4: General Fund Penalties & Interest on Taxes Level of Service Factors/Projection Methodologies

Revenue Category	Revenue Name	Base Year Budget Amount	Project Using Which Demand Base?	LOS Std $ per Demand Unit
Penalties & Interest on Taxes	Interest - Personal Pro	$5,000	FIXED	$0.00
	Interest - Real Estate	$200,000	FIXED	$0.00
	Interest - Excise Tax	$16,000	FIXED	$0.00
	Interest - Tax Title	$175,000	FIXED	$0.00
	Penalities Tax Title	$0	FIXED	$0.00
	Demand & Penalties	$350,000	FIXED	$0.00
	Penalties Non Criminal	$44,485	FIXED	$0.00
	Penalties Non Criminal	$65,145	FIXED	$0.00

PILOT Payments

City General Fund PILOT Payments revenue and projection factors used in the Fiscal Impact Analysis are shown in Figure C5. It is assumed no increase in PILOT Payments as a result of Union Square and Boynton Yards.

Figure C5: General Fund PILOT Payments Level of Service Factors/Projection Methodologies

Revenue Category	Revenue Name	Base Year Budget Amount	Project Using Which Demand Base?	LOS Std $ per Demand Unit
PILOT Payments	Payments in Lieu of Taxes	$280,000	FIXED	$0.00

Charges-Trash

City General Fund Charges-Trash revenues and projection factors used in the Fiscal Impact Analysis are shown in Figure C6. For example, discussions with City staff indicate that residential trash fees are likely to increase with additional population growth in the City. Therefore, the FY2015 revenue ($30,000) is divided by the current estimate of population (75,754) for a revenue factor of $0.40. A similar methodology is used for Sanitation Fees, which is assumed to increase with population and jobs.

Figure C6: General Fund Charges-Trash Level of Service Factors/Projection Methodologies

Revenue Category	Revenue Name	Base Year Budget Amount	Project Using Which Demand Base?	LOS Std $ per Demand Unit
Charges - Trash	Residential Trash Fee	$30,000	POPULATION	$0.40
	Sanitation Fees	$70,000	POP AND JOBS	$0.70

Fees

City General Fund Fees revenue and projection factors used in the Fiscal Impact Analysis is shown in Figure C7. For example, it is expected that Copies of Records are likely to increase with additional population and employment growth in the City. Therefore, the FY2015 revenue ($90,000) is divided by the current estimate of population and jobs (100,700) for a revenue factor of $0.90. A similar methodology is used for several of the other Fee revenues.

Figure C7: General Fund Fees Level of Service Factors/Projection Methodologies

Revenue Category	Revenue Name	Base Year Budget Amount	Project Using Which Demand Base?	LOS Std $ per Demand Unit
Fees	Advertising	$12,000	FIXED	$0.00
	Bus Certificate	$30,000	FIXED	$0.00
	Cert of Liens	$160,000	POP AND JOBS	$1.59
	Condo Appl Fee	$65,000	FIXED	$0.00
	Constable Fees	$1,500	FIXED	$0.00
	Copies of Records	$90,300	POP AND JOBS	$0.90
	Police Detail Surcharge	$160,000	FIXED	$0.00
	Fire Detail Surcharge	$20,000	FIXED	$0.00
	Custodial Detail	$8,000	FIXED	$0.00
	False Alarm Fee	$45,000	POP AND JOBS	$0.45
	Fingerprinting Fees	$2,000	FIXED	$0.00
	Fire Alarm reimb	$125,000	POP AND JOBS	$1.24
	Misc Fees	$32,625	FIXED	$0.00
	Notarization	$400	FIXED	$0.00
	Parking Fine CC Fee	$145	FIXED	$0.00
	Police Cruiser Fees	$18,000	FIXED	$0.00
	Returned check Fee	$3,000	FIXED	$0.00
	Smoke Detector Insp.	$50,000	POP AND JOBS	$0.50
	SPGA Fees	$1,125	FIXED	$0.00
	Witness Fees	$100	FIXED	$0.00
	Curb Cut Fee	$12,000	FIXED	$0.00
	Temporary No Parking	$45,625	FIXED	$0.00
	Taxicab Reinspection Fee	$150	FIXED	$0.00
	Pool Fees	$7,500	FIXED	$0.00
	Bus routes revenue	$0	FIXED	$0.00
	Bus Shelter Advertising	$20,000	FIXED	$0.00
	E-Rate Reimbursement	$3,500	FIXED	$0.00
	Bike Advertising Fee	$70,800	FIXED	$0.00
	Sealing Fees	$22,000	FIXED	$0.00

Rentals

City General Fund Rental revenue and projection factors used in the Fiscal Impact Analysis is shown in Figure C8. Conversations with City staff indicate both of these revenue sources are not likely to be impacted by new development within the City, and will be considered fixed within the fiscal impact analysis.

Figure C8: General Fund Rental Factors/Projection Methodologies

Revenue Category	Revenue Name	Base Year Budget Amount	Project Using Which Demand Base?	LOS Std $ per Demand Unit
Rentals	Rental Income	$18,400	FIXED	$0.00
	Building Use Revenue	$57,000	FIXED	$0.00

Other Department Revenue

City General Fund Other Department revenue and projection factors used in the Fiscal Impact Analysis is shown in Figure C9. It is expected that Planning and Zoning fees will likely increase with additional population growth in the City. Therefore, the FY2015 revenue ($120,000) is divided by the current estimate of population and jobs (100,700) for a revenue factor of $1.19. Commission on Machines revenue is assumed to remain fixed relative to new development.

Figure C9: General Fund Other Department Revenue Factors/Projection Methodologies

Revenue Category	Revenue Name	Base Year Budget Amount	Project Using Which Demand Base?	LOS Std $ per Demand Unit
Other Department Revenue	Planning & Zoning	$120,000	POP AND JOBS	$1.19
	Commission on Machines	$500	FIXED	$0.00

License and Permit Revenue

City General Fund License and Permit revenue and projection factors used in the Fiscal Impact Analysis is shown in Figure C10. Several revenues are considered variable in this analysis and are projected to increase with population or additional population and employment. Development permit-related revenue are Direct Entries in the fiscal impact model, based on projections of this revenue provided by City staff. Projected one-time revenue generated by Union Square is estimated at $11,437,168. Boynton Yards is estimated at $13,842,330.

Figure C10: General Fund License and Permit Revenue Factors/Projection Methodologies

Revenue Category	Revenue Name	Base Year Budget Amount	Project Using Which Demand Base?	LOS Std $ per Demand Unit
Licenses and Permits	Club Restr LIC-7 Day	$20,800	FIXED	$0.00
	Common Victuallers	$55,000	FIXED	$0.00
	Innholder License	$1,500	FIXED	$0.00
	Malt & Wines EDC Int	$3,200	FIXED	$0.00
	Malt Bev & Wine Store	$22,500	POP AND JOBS	$0.22
	Malt Bev/Wine Restrn	$32,000	POP AND JOBS	$0.32
	Package Store LLC	$64,000	FIXED	$0.00
	Restaurant LIC-Liqur	$250,000	POP AND JOBS	$2.48
	Spec Alcohol License	$2,500	FIXED	$0.00
	Auto Amusement Device	$0	FIXED	$0.00
	Bil/Pool/Bowl/LIC	$1,500	FIXED	$0.00
	Builders License	$350	FIXED	$0.00
	Close out Sale	$0	FIXED	$0.00
	Constables License	$3,750	FIXED	$0.00
	Dog Kennel License	$0	FIXED	$0.00
	Dog License	$42,000	POPULATION	$0.55
	Drainlayer License	$10,000	FIXED	$0.00
	Entertainment LIC	$32,800	FIXED	$0.00
	Funeral Direct LICS	$380	FIXED	$0.00
	Hawker/Peddler Lion	$1,800	FIXED	$0.00
	Junk Dealther License	$3,750	FIXED	$0.00
	Livery/Limousine	$300	FIXED	$0.00
	Lodging License	$22,000	FIXED	$0.00
	Milk License	$7,500	FIXED	$0.00
	Moving Vans & Pods	$50,000	POPULATION	$0.66
	Outdoor Parking Space	$14,000	FIXED	$0.00
	Outdoor Seating	$5,100	FIXED	$0.00
	Physical Therapy Lic	$8,500	FIXED	$0.00
	Physicians/Osteopth	$0	FIXED	$0.00
	signs and Awning	$5,000	FIXED	$0.00
	Swim Pool Lic	$1,440	FIXED	$0.00
	Taxi Stand Lic	$4,500	FIXED	$0.00
	Taxicab Medallion	$30,250	FIXED	$0.00
	Used Car Dealer Lic	$30,250	FIXED	$0.00
	Fortune Teller	$500	FIXED	$0.00
	Urban agriculture	$200	FIXED	$0.00
	BOA Mobile Food Venor	$600	FIXED	$0.00
	Burial Permits	$3,100	FIXED	$0.00
	Dumpster Contractors	$5,280	FIXED	$0.00
	Explosive Stor Flamb	$13,000	FIXED	$0.00
	Extended Retail Hour	$8,250	FIXED	$0.00
	Flammable Permit	$24,750	FIXED	$0.00
	Garage Permits	$60,500	FIXED	$0.00
	Marriage Permit	$27,500	FIXED	$0.00
	Police Revolver Permit	$6,500	FIXED	$0.00
	Raffle/Bazaar Permit	$250	FIXED	$0.00
	Residnet Park Permit	$1,596,000	POPULATION	$21.07
	Retail&Food Permit	$190,000	POPULATION	$2.51
	Sworn Weigher	$0	FIXED	$0.00
	Building Permit	$3,838,660	DIRECT ENTRY	$0.00
	Dumpster Permit	$48,000	FIXED	$0.00
	Electrical Permit	$250,000	DIRECT ENTRY	$0.00
	Gas Permit	$63,000	FIXED	$0.00
	Grant of Location	$11,000	FIXED	$0.00
	Housing certificate	$330	FIXED	$0.00
	Inspection	$60,000	DIRECT ENTRY	$0.00
	Occupancy Permit	$31,500	DIRECT ENTRY	$0.00
	Plumbing Permit	$120,000	DIRECT ENTRY	$0.00
	Sidewalk Opening	$100,000	FIXED	$0.00
	Open air Vendor	$0	FIXED	$0.00

Fines and Forfeitures

City General Fund Fines and Forfeitures revenue and projection factors used in the Fiscal Impact Analysis is shown in Figure C11. For example, it is expected that parking violation-related revenue is a function of increased vehicular traffic. Library fines are projected to increase with population. Ordinance violations are expected to increase with additional population and job growth. Several revenue categories are considered fixed relative to new growth.

Figure C11: General Fund Fines and Forfeitures Level of Service Factors/Projection Methodologies

Revenue Category	Revenue Name	Base Year Budget Amount	Project Using Which Demand Base?	LOS Std $ per Demand Unit
Fines and Forfeits	Court Fines	$5,000	FIXED	$0.00
	Mass Court Moving	$370,000	TOTAL TRIPS	$2.60
	Parking Fines	$5,187,507	TOTAL TRIPS	$36.47
	Parking Fine Surcharge	$66,000	TOTAL TRIPS	$0.46
	Library Fines	$20,000	FIXED	$0.00
	Landcourt/Recording	$10,000	FIXED	$0.00
	Ordinance Violations	$283,660	POP AND JOBS	$2.82
	Restitution	$500	FIXED	$0.00
	RMV Non Renewal	$66,000	FIXED	$0.00
	Tobacco Fines	$1,200	FIXED	$0.00
	Delinquent Parking	$30,000	TOTAL TRIPS	$0.21
	Expired Reg & Safety Insp.	$170,000	FIXED	$0.00
	Towing Charges	$45,000	FIXED	$0.00

Investment Income

General Fund Investment Income totals $200,000 in FY2015. This revenue source is not considered a growth-related revenue source in the Fiscal Impact Analysis.

Miscellaneous Recurring Revenue

Miscellaneous Recurring revenue and projection factors used in the Fiscal Impact Analysis are shown in Figure C12. This revenue source is not considered a growth-related revenue source in the Fiscal Impact Analysis.

Figure C12: General Fund Miscellaneous Recurring Revenue Level of Service Factors/Projection Methodologies

Revenue Category	Revenue Name	Base Year Budget Amount	Project Using Which Demand Base?	LOS Std $ per Demand Unit
Misc Recurring	Medicare Reimbursement	$500,000	FIXED	$0.00
	Medicad Reimbursement	$700,100	FIXED	$0.00
	Bank Revenue Share	$100,000	FIXED	$0.00

State Revenue

Revenue from State sources to the General Fund projection factors used in the Fiscal Impact Analysis are shown in Figure C13. School Aid Chapter 70 revenue is projected to increase with enrollment.

Unrestricted General Government revenue is projected to increase with population. The remaining revenue sources are considered fixed relative to new development.

Figure C13: General Fund State Revenue Factors/Projection Methodologies

Revenue Category	Revenue Name	Base Year Budget Amount	Project Using Which Demand Base?	LOS Std $ per Demand Unit
State Revenue	Reim Abate surv/Elderly	$298,796	FIXED	$0.00
	School Aid Chapter 70	$19,582,488	TOTAL ENROLLMENT	$4,094.19
	Construction of School	$4,230,955	FIXED	$0.00
	Charter School	$1,504,680	FIXED	$0.00
	Unrestricted General Government	$22,420,271	POPULATION	$295.96
	Veterans and Benefits	$298,065	FIXED	$0.00
	State Qualified Bonds	$0	FIXED	$0.00

Other Financing Sources

Revenue from Other Financing Sources consist of Transfers from the Parking Fund, transfers for indirect costs, as well s free cash. For purposes of this analysis, these revenue sources are not considered growth related.

Figure C13: General Fund Other Financing Sources Factors/Projection Methodologies

Revenue Category	Revenue Name	Base Year Budget Amount	Project Using Which Demand Base?	LOS Std $ per Demand Unit
Other Financing	Transfers from Parking	$1,736,899	FIXED	$0.00
	Indirectr Costs/Enterprise	$1,105,382	FIXED	$0.00
	Free Cash	$3,500,000	FIXED	$0.00

DRAFT

OPERATING EXPENDITURES

Board of Alderman

Figure C14 provides an inventory of the City's General Fund *Board of Alderman* expenditure factors used in the fiscal impact analysis. The table provides the departmental budget broken down into expenditure type, budget amount, projection methodology, and current level of service. As shown below in Figure C14 al operating expenditures are considered fixed relative to new development.

Figure C14: General Alderman Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS			
Board of Alderman			LOS Std
Expenditure Name	FY2015 Budget Amount	Project Using Which Demand Base?	$ per Demand Unit
Salaries and Wages	$284,922	FIXED	$0.00
Ordinary Maintenance	$40,660	FIXED	$0.00

Clerk of Committees

Figure C15 provides an inventory of the City's General Fund *Clerk of Committees* expenditure factors used in the fiscal impact analysis. The table provides the departmental budget broken down into expenditure type, budget amount, projection methodology, and current level of service. As shown below in Figure C15 non-personnel operating expenditures are projected based on an increase in population and jobs. For personnel, discussions with staff indicate these positions are not impacted by additional development within the City.

Figure C15: Clerk of Committees Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS			
Clerk of Committees			LOS Std
Expenditure Name	FY2015 Budget Amount	Project Using Which Demand Base?	$ per Demand Unit
Salaries and Wages	$56,244	SEE BELOW	$0.00
Ordinary Maintenance	$1,000	POP AND JOBS	$0.01
TOTAL	$57,244		
Clerk of Committees STAFFING INPUT			Estimated Service Capacity
Category	FY2015 FTE Positions	Project Using Which Demand Base?	Per Position
Clerk of Committees	1.0	FIXED	0
Asst. Clerk of Committees	1.0	FIXED	0
Asst. Clerk of Committees	1.0	FIXED	0

Office of Sustainability

Figure C16 provides an inventory of the City's General Fund *Office of Sustainability* expenditure factors used in the fiscal impact analysis. The table provides the departmental budget broken down into expenditure type, budget amount, projection methodology, and current level of service. As shown below in Figure C16 discussions with staff indicate these expenditures are not impacted by additional development within the City.

Figure C16: Office of Sustainability Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS			
Office of Sustainability and Environment			LOS Std
Expenditure Name	FY2015 Budget Amount	Project Using Which Demand Base?	$ per Demand Unit
Salaries and Wages	$155,867	FIXED	$0.00
Ordinary Maintenance	$4,500	FIXED	$0.00
TOTAL	$160,367		
Office of Sustainability and Environment STAFFING INPUT			Estimated Service Capacity
Category	FY2015 FTE Positions	Project Using Which Demand Base?	Per Position
Director	1.0	FIXED	0
Environmental Coordinator	1.0	FIXED	0

Communications and Community Engagement

Figure C17 provides an inventory of the City's General Fund *Communications and Community Engagement* expenditure factors used in the fiscal impact analysis. The table provides the departmental budget broken down into expenditure type, budget amount, projection methodology, and current level

of service. As shown below in Figure C17 non-personnel operating expenditures are projected based on an increase in population or population and jobs. One staff position is considered variable related to new development, and is projected based on additional population growth.

Figure C17: Communications and Community Engagement Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS			
Communications and Community Engagement			LOS Std
Expenditure Name	FY2015 Budget Amount	Project Using Which Demand Base?	$ per Demand Unit
Salaries and Wages	$322,338	SEE BELOW	$0.00
Ordinary Maintenance	$24,825	POP AND JOBS	$0.25
TOTAL	$347,163		
Communications and Community Engagement STAFFING INPUT			Estimated Service
Category	FY2015 FTE Positions	Project Using Which Demand Base?	Capacity Per Position
Media Manager	1.0	FIXED	0
Social Media Specialist	1.0	FIXED	0
Principal Clerk	1.0	FIXED	0
Language Liaison	3.0	POPULATION	20,201

Personnel

Figure C18 provides an inventory of the City's General Fund *Personnel* expenditure factors used in the fiscal impact analysis. The table provides the departmental budget broken down into expenditure type, budget amount, projection methodology, and current level of service. As shown below in Figure C18 an average cost approach is used to personnel and operating costs that assumes *general development* in the City, represented by both population and jobs, will impact the department.

Figure C18: Personnel Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS			
Personnel			LOS Std
Expenditure Name	FY2015 Budget Amount	Project Using Which Demand Base?	$ per Demand Unit
Salaries and Wages	$716,337	POP AND JOBS	$7.11
Ordinary Maintenance	$277,775	POP AND JOBS	$2.76
Personnel Special ITE	$61,010	FIXED	$0.00
TOTAL	$1,055,122		

Information Technology

Figure C19 provides an inventory of the City's General Fund *Information Technology* expenditure factors used in the fiscal impact analysis. The table provides the departmental budget broken down into expenditure type, budget amount, projection methodology, and current level of service. As shown below in Figure C19 operating expenditures are projected based on an increase in *general development*

in the City, represented by both population and jobs. Conversations with staff indicate additional personnel are not expected as a result of Union Square and Boynton Yards.

Figure C19: Information Technology Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS			
Information Technology			LOS Std
Expenditure Name	FY2015 Budget Amount	Project Using Which Demand Base?	$ per Demand Unit
Salaries and Wages	$682,828	FIXED	$0.00
Ordinary Maintenance	$1,239,380	POP AND JOBS	$12.31
TOTAL	$1,922,208		

Elections

Figure C20 provides an inventory of the City's General Fund *Elections* expenditure factors used in the fiscal impact analysis. The table provides the departmental budget broken down into expenditure type, budget amount, projection methodology, and current level of service. As shown below in Figure C20 some of the *personnel and operating* expenditures are projected to increase with population growth in the City.

Figure C20: Elections Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS			
Elections			LOS Std
Expenditure Name	FY2015 Budget Amount	Project Using Which Demand Base?	$ per Demand Unit
Salaries and Wages	$350,833	POPULATION	$4.63
Ordinary Maintenance	$98,370	POPULATION	$1.30
TOTAL	$449,203		

Veterans Services

Figure C21 provides an inventory of the City's General Fund *Veterans Services* expenditure factors used in the fiscal impact analysis. The table provides the departmental budget broken down into expenditure type, budget amount, projection methodology, and current level of service. As shown below in Figure C21 *personnel* expenditures are considered fixed relative to new development. *Operating* expenditures are projected to increase with population growth in the City.

Figure C21: Veterans Services Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS			
Veterans Services			LOS Std
Expenditure Name	FY2015 Budget Amount	Project Using Which Demand Base?	$ per Demand Unit
Salaries and Wages	$114,878	FIXED	$0.00
Ordinary Maintenance	$606,669	POPULATION	$8.01
TOTAL	$721,547		

Treasurer/Collector

Figure C22 provides an inventory of the City's General Fund *Treasurer/Collector* expenditure factors used in the fiscal impact analysis. The table provides the departmental budget broken down into expenditure type, budget amount, projection methodology, and current level of service. As shown below in Figure C22 operating and personnel expenditures are projected based on an increase in *general development* in the City, represented by both population and jobs.

Figure C22: Treasurer/Collector Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS			
Finance - Treasurer/Collector			LOS Std
Expenditure Name	FY2015 Budget Amount	Project Using Which Demand Base?	$ per Demand Unit
Salaries and Wages	$633,094	POP AND JOBS	$6.29
Ordinary Maintenance	$286,740	POP AND JOBS	$2.85
TOTAL	$919,834		

Auditing

Figure C23 provides an inventory of the City's General Fund *Auditing* expenditure factors used in the fiscal impact analysis. The table provides the departmental budget broken down into expenditure type, budget amount, projection methodology, and current level of service. As shown below in Figure C23 non-personnel *operating* expenditures are projected to increase with additional population and employment growth. Most staff position are considered fixed relative to new development. However, the Principal Clerk position is considered variable and is projected to increase with population and employment growth.

Figure C23: Auditing Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS			
Finance - Auditing			LOS Std
Expenditure Name	FY2015 Budget Amount	Project Using Which Demand Base?	$ per Demand Unit
Salaries and Wages	$726,519	SEE BELOW	$0.00
Ordinary Maintenance	$107,095	POP AND JOBS	$1.06
TOTAL	$833,614		
Finance - Auditing STAFFING INPUT			Estimated Service Capacity Per Position
Category	FY2015 FTE Positions	Project Using Which Demand Base?	
Finance Director/City Auditor	1.0	FIXED	0
Deputy City Auditor	1.0	FIXED	0
Internal Auditor	1.0	FIXED	0
Accounting Analyst	1.0	FIXED	0
Accounts Payable Supervisor	1.0	FIXED	0
Systems Accountant	1.0	FIXED	0
Grant Accountant	1.0	FIXED	0
Administrative Assistant	1.0	FIXED	0
Principal Clerk I	2.0	POP AND JOBS	35,581
Senior Clerk	1.0	FIXED	0

Purchasing

Figure C24 provides an inventory of the City's General Fund *Purchasing* expenditure factors used in the fiscal impact analysis. The table provides the departmental budget broken down into expenditure type, budget amount, projection methodology, and current level of service. As shown below in Figure C24 operating and personnel expenditures are projected based on an increase in *general development* in the City, represented by both population and jobs.

Figure C24: Purchasing Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS			
Finance - Purchasing			LOS Std
Expenditure Name	FY2015 Budget Amount	Project Using Which Demand Base?	$ per Demand Unit
Salaries and Wages	$372,717	POP AND JOBS	$3.70
Ordinary Maintenance	$34,570	POP AND JOBS	$0.34

Board of Assessors

Figure C25 provides an inventory of the City's General Fund *Board of Assessors* expenditure factors used in the fiscal impact analysis. The table provides the departmental budget broken down into expenditure type, budget amount, projection methodology, and current level of service. As shown below in Figure C25 non-personnel *operating* expenditures are projected to increase with additional population and employment growth. Several staff position are considered fixed relative to new development.

However, several positions are considered variable and is projected to increase with population and employment growth.

Figure C25: Board of Assessors Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS			
Finance - Board of Assessors			LOS Std
Expenditure Name	FY2015 Budget Amount	Project Using Which Demand Base?	$ per Demand Unit
Salaries and Wages	$511,594	SEE BELOW	$0.00
Ordinary Maintenance	$68,100	POP AND JOBS	$0.68
TOTAL	$579,694		
Finance - Board of Assessors STAFFING INPUT			Estimated Service
Category	FY2015 FTE Positions	Project Using Which Demand Base?	Capacity Per Position
Chief Assessor/Chairman of Board	1.0	FIXED	0
Board Member/Assessor	2.0	FIXED	0
Dir. Of Comm assessments	1.0	FIXED	0
Mgr of Residential Assessments	1.0	FIXED	0
Sales/Personal Prop. Analyst	1.0	POP AND JOBS	65,455
Assessor Analyst	1.0	POP AND JOBS	62,938
Administrative Assistant	1.0	FIXED	0
Principal Clerk II	1.0	POP AND JOBS	62,938
Jr. Clerk II	1.0	POP AND JOBS	65,455

Grants

Figure C26 provides an inventory of the City's General Fund *Grants* expenditure factors used in the fiscal impact analysis. The table provides the departmental budget broken down into expenditure type, budget amount, projection methodology, and current level of service. As shown below in Figure C26 operating and personnel expenditures are considered fixed relative to new development in the City.

Figure C26: Grants Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS			
Finance - Grants			LOS Std
Expenditure Name	FY2015 Budget Amount	Project Using Which Demand Base?	$ per Demand Unit
Salaries and Wages	$127,364	FIXED	$0.00
Ordinary Maintenance	$5,776	FIXED	$0.00

City Clerk

Figure C27 provides an inventory of the City's General Fund *City Clerk* expenditure factors used in the fiscal impact analysis. The table provides the departmental budget broken down into expenditure type, budget amount, projection methodology, and current level of service. As shown below in Figure C27

non-personnel *operating* expenditures are projected to increase with additional population and employment growth. Several staff position are considered fixed relative to new development. However, the Principal Clerk position is considered variable and is projected to increase with population and employment growth.

Figure C27: City Clerk Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS			
City Clerk			
Expenditure Name	FY2015 Budget Amount	Project Using Which Demand Base?	LOS Std $ per Demand Unit
Salaries and Wages	$423,855	SEE BELOW	$0.00
Ordinary Maintenance	$167,617	POP AND JOBS	$1.66
TOTAL	$591,472		
City Clerk STAFFING INPUT			
Category	FY2015 FTE Positions	Project Using Which Demand Base?	Estimated Service Capacity Per Position
City Clerk	1.0	FIXED	0
Archivist	1.0	FIXED	0
Admin. Assisstant	1.0	FIXED	0
Executive Secretary	1.0	FIXED	0
Head Clerk	1.0	FIXED	0
Principal Clerk II	2.0	POP AND JOBS	39,105

Law

Figure C28 provides an inventory of the City's General Fund *Law* expenditure factors used in the fiscal impact analysis. The table provides the departmental budget broken down into expenditure type, budget amount, projection methodology, and current level of service. As shown below in Figure C28 operating and personnel expenditures are projected based on an increase in *general development* in the City, represented by both population and jobs.

Figure C28: Law Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS			
Law			
Expenditure Name	FY2015 Budget Amount	Project Using Which Demand Base?	LOS Std $ per Demand Unit
Salaries and Wages	$671,778	POP AND JOBS	$6.67
Ordinary Maintenance	$175,275	POP AND JOBS	$1.74
TOTAL	$847,053		

OSPCD-Administration

Figure C29 provides an inventory of the City's General Fund *OSPCD-Administration* expenditure factors used in the fiscal impact analysis. The table provides the departmental budget broken down into expenditure type, budget amount, projection methodology, and current level of service. As shown below in Figure C29 personnel expenditures are considered fixed relative to new development, while operating expenditures are projected to increase with population and employment growth.

Figure C29: OSPCD Administration Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS			
OSPCD - Administration			LOS Std
Expenditure Name	FY2015 Budget Amount	Project Using Which Demand Base?	$ per Demand Unit
Salaries and Wages	$246,407	FIXED	$0.00
Ordinary Maintenance	$21,550	POP AND JOBS	$0.21
TOTAL	$267,957		

OSPCD-Planning and Zoning

Figure C30 provides an inventory of the City's General Fund *OSPCD-Planning and Zoning* expenditure factors used in the fiscal impact analysis. The table provides the departmental budget broken down into expenditure type, budget amount, projection methodology, and current level of service. As shown below in Figure C30 non-personnel *operating* expenditures are projected to increase with additional population and employment growth. However, the Planner position is considered variable and is projected to increase with population and employment growth.

Figure C30: COSPCD Planning and Zoning Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS			
OSPCD - Planning and Zoning			LOS Std
Expenditure Name	FY2015 Budget Amount	Project Using Which Demand Base?	$ per Demand Unit
Salaries and Wages	$601,928	SEE BELOW	$0.00
Ordinary Maintenance	$285,558	POP AND JOBS	$2.84
TOTAL	$887,486		
OSPCD - Planning and Zoning STAFFING INPUT			Estimated Service Capacity
Category	FY2015 FTE Positions	Project Using Which Demand Base?	Per Position
Director of P & Z	1.0	FIXED	0
Planners	2.0	POP AND JOBS	36,084
Planner	0.0	FIXED	0
Administrative Assistant	1.0	FIXED	0
Senior Planner - Station area	1.0	FIXED	0
Senior Planner - Zoning	1.0	FIXED	0
Planner - Plan & Historic Pres.	1.0	FIXED	0
Director of Historic Pres.	1.0	FIXED	0
Planner Historic Pres.	1.0	FIXED	0
Board Member Planning	7.0	FIXED	0
Board Member ZBA	5.0	FIXED	0
Assoc. Board Member ZBA	2.0	FIXED	0

OSPCD-Housing

Figure C31 provides an inventory of the City's General Fund *OSPCD-Housing* expenditure factors used in the fiscal impact analysis. The table provides the departmental budget broken down into expenditure

type, budget amount, projection methodology, and current level of service. As shown below in Figure C31 personnel and operating expenditures are projected to increase with population growth.

Figure C31: OSPCD Housing Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS			
OSPCD - Housing			LOS Std
Expenditure Name	FY2015 Budget Amount	Project Using Which Demand Base?	$ per Demand Unit
Salaries and Wages	$220,398	POPULATION	$2.91
Ordinary Maintenance	$2,000	POPULATION	$0.03
TOTAL	$222,398		

OSPCD-Economic Development

Figure C32 provides an inventory of the City's General Fund *OSPCD-Economic Development* expenditure factors used in the fiscal impact analysis. The table provides the departmental budget broken down into expenditure type, budget amount, projection methodology, and current level of service. As shown below in Figure C32 personnel and operating expenditures are projected to increase with population and employment growth.

Figure C31: OSPCD Economic Development Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS			
OSPCD - Economic Development			LOS Std
Expenditure Name	FY2015 Budget Amount	Project Using Which Demand Base?	$ per Demand Unit
Salaries and Wages	$244,394	POP AND JOBS	$2.43
Ordinary Maintenance	$90,417	POP AND JOBS	$0.90
TOTAL	$334,811		

OSPCD-Transportation and Infrastructure

Figure C32 provides an inventory of the City's General Fund *OSPCD-Transportation and Infrastructure* expenditure factors used in the fiscal impact analysis. The table provides the departmental budget broken down into expenditure type, budget amount, projection methodology, and current level of service. As shown below in Figure C32 non-personnel *operating* expenditures are projected to increase with additional population and employment growth. However, the Planner positions are considered variable and is projected to increase with population and employment growth.

Figure C32: COSPCD Transportation and Infrastructure Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS			
OSPCD - Transportation & Infrastructure			LOS Std
Expenditure Name	FY2015 Budget Amount	Project Using Which Demand Base?	$ per Demand Unit
Salaries and Wages	$231,272	SEE BELOW	$0.00
Ordinary Maintenance	$197,080	POP AND JOBS	$1.96
TOTAL	$428,352		
OSPCD - Transportation & Infrastructure STAFFING INPUT			Estimated Service Capacity
Category	FY2015 FTE Positions	Project Using Which Demand Base?	Per Position
Director Trans & Infrastructre	1.0	FIXED	0
Director of Parks & Open Space	1.0	FIXED	0
Seniro Planner Landscape	1.0	FIXED	0
Planners	3.0	POP AND JOBS	29,371

OSPCD-Inspection Services

Figure C33 provides an inventory of the City's General Fund *OSPCD-Inspection Services* expenditure factors used in the fiscal impact analysis. The table provides the departmental budget broken down into expenditure type, budget amount, projection methodology, and current level of service. As shown below in Figure C33 personnel and operating expenditures are projected to increase with population and employment growth. However, since these expenditures are related to development review, they are one-time costs that occur annually. In other words, they do not increase on a cumulative basis.

Figure C33: OSPCD Inspection Services Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS			
OSPCD - Inspection Services			LOS Std
Expenditure Name	FY2015 Budget Amount	Project Using Which Demand Base?	$ per Demand Unit
Salaries and Wages	$1,635,046	POP AND JOBS	$16.24
Ordinary Maintenance	$316,093	POP AND JOBS	$3.14
TOTAL	$1,951,139		

Emergency Management

Figure C34 provides an inventory of the City's General Fund *Emergency Management* expenditure factors used in the fiscal impact analysis. The table provides the departmental budget broken down into expenditure type, budget amount, projection methodology, and current level of service. As shown below in Figure C34 operating expenditures are projected to increase with population and employment growth. Personnel expenditures are assumed to be fixed relative to new development.

Figure C34: Emergency Management Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS			
Emergency Management			LOS Std
Expenditure Name	FY2015 Budget Amount	Project Using Which Demand Base?	$ per Demand Unit
Salaries and Wages	$20,747	FIXED	$0.00
Ordinary Maintenance	$5,700	POP AND JOBS	$0.06
TOTAL	$26,447		

Fire

Figure C35 provides an inventory of the City's General Fund *Fire* expenditure factors used in the fiscal impact analysis. The table provides the departmental budget broken down into expenditure type, budget amount, projection methodology, and current level of service. As shown below in Figure C35 operating expenditures are projected to increase with additional fire calls for service. Conversations with City staff indicate additional fire companies will not be added as a result of Union Square and Boynton Yards.

Figure C35: Fire Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS			
Fire			LOS Std
Expenditure Name	FY2015 Budget Amount	Project Using Which Demand Base?	$ per Demand Unit
Salaries and Wages	$15,105,523	FIXED	$0.00
Ordinary Maintenance	$405,600	TOTAL FIRE CALLS	$33.61
TOTAL	$15,511,123		

Fire Alarm

Figure C36 provides an inventory of the City's General Fund *Fire Alarm* expenditure factors used in the fiscal impact analysis. The table provides the departmental budget broken down into expenditure type, budget amount, projection methodology, and current level of service. As shown below in Figure C36 operating expenditures are assumed to remain fixed relative to development in Union Square and Boynton Yards.

Figure C36: Fire Alarm Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS			
Fire Alarm			
Expenditure Name	FY2015 Budget Amount	Project Using Which Demand Base?	LOS Std $ per Demand Unit
Salaries and Wages	$914,540	FIXED	$0.00
Ordinary Maintenance	$0	FIXED	$0.00
TOTAL	$914,540		

Police E-911

Figure C37 provides an inventory of the City's General Fund *Police E-911* expenditure factors used in the fiscal impact analysis. The table provides the departmental budget broken down into expenditure type, budget amount, projection methodology, and current level of service. As shown below in Figure C37 non-personnel operating expenditures are projected to increase with additional public safety (police and fire) calls for service. Conversations with City staff indicate additional E-911 operators will not be added as a result of Union Square and Boynton Yards.

Figure C37: Police E-911 Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS			
Police E-911			
Expenditure Name	FY2015 Budget Amount	Project Using Which Demand Base?	LOS Std $ per Demand Unit
Salaries and Wages	$495,500	SEE BELOW	$0.00
Ordinary Maintenance	$0	FIXED	$0.00
TOTAL	$495,500		
Police E-911 STAFFING INPUT			
Category	FY2015 FTE Positions	Project Using Which Demand Base?	Estimated Service Capacity Per Position
E-911 Operator	14.0	TOTAL PUBLIC SAFETY CALLS	3,354

Police

Figure C38 provides an inventory of the City's General Fund *Police* expenditure factors used in the fiscal impact analysis. The table provides the departmental budget broken down into expenditure type, budget amount, projection methodology, and current level of service. As shown below in Figure C38 non-personnel *operating* expenditures are projected to increase with additional increases in police calls for service. Most of the supervisory positions are assumed to remain fixed relative to new development. Lieutenant, Sergeant and Patrol Officer positions are projected to increase additional police calls for service.

Figure C38: Police Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS			
Police			
Expenditure Name	FY2015 Budget Amount	Project Using Which Demand Base?	LOS Std $ per Demand Unit
Salaries and Wages	$14,277,463	SEE BELOW	$0.00
Ordinary Maintenance	$589,883	TOTAL POLICE CALLS	$16.15
Rental - Buildings	$51,314	TOTAL POLICE CALLS	$1.41
Station Lease	$0	DIRECT ENTRY	$1,734,000
TOTAL	$14,918,660		
Police STAFFING INPUT			Estimated Service Capacity
Category	FY2015 FTE Positions	Project Using Which Demand Base?	Per Position
Chief	1.0	FIXED	0
Deputy Chief	2.0	FIXED	0
Captain	4.0	FIXED	0
Lieutenant	11.0	TOTAL POLICE CALLS	3,112
Sergeant	16.0	TOTAL POLICE CALLS	2,182
Patrol Officers	97.0	TOTAL POLICE CALLS	373

Animal Control

Figure C39 provides an inventory of the City's General Fund *Animal Control* expenditure factors used in the fiscal impact analysis. The table provides the departmental budget broken down into expenditure type, budget amount, projection methodology, and current level of service. As shown below in Figure C39 non-personnel *operating* expenditures are projected to increase with additional population growth in the City. Animal Control Officers are projected to also increase with additional population growth.

Figure C39: Animal Control Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS			
Police - Animal Control			
Expenditure Name	FY2015 Budget Amount	Project Using Which Demand Base?	LOS Std $ per Demand Unit
Salaries and Wages	$101,980	SEE BELOW	$0.00
Ordinary Maintenance	$16,395	POPULATION	$0.22
TOTAL	$118,375		
Police - Animal Control STAFFING INPUT			Estimated Service Capacity
Category	FY2015 FTE Positions	Project Using Which Demand Base?	Per Position
Animal Control Officer	2.0	POPULATION	31,564

Traffic and Parking

Figure C40 provides an inventory of the City's General Fund *Traffic and Parking* expenditure factors used in the fiscal impact analysis. The table provides the departmental budget broken down into expenditure type, budget amount, projection methodology, and current level of service. As shown below in Figure

C40 non-personnel *operating* expenditures are projected to increase with additional vehicle trips within the City. Discussions with staff indicate many of the positions in this department are not likely to be impacted by additional development. However, several positions are projected to be impacted by additional traffic in the City, represented by additional vehicle trips.

Figure C40: Traffic and Parking Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS			
Traffic and Parking			LOS Std
Expenditure Name	FY2015 Budget Amount	Project Using Which Demand Base?	$ per Demand Unit
Salaries and Wages	$2,497,911	SEE BELOW	$0.00
Ordinary Maintenance	$1,363,918	TOTAL TRIPS	$8.57
TOTAL	$3,861,829		
Traffic and Parking STAFFING INPUT			Estimated Service Capacity
Category	FY2015 FTE Positions	Project Using Which Demand Base?	Per Position
Department Leadership	5.0	FIXED	0
PT Hearing Officer	2.0	TOTAL TRIPS	66,310
PT Office Staff	1.0	FIXED	0
Administrative Assistant	1.0	FIXED	0
Head Clerk	2.0	FIXED	0
Principal Clerk	2.0	FIXED	0
Junior Clerk	6.0	TOTAL TRIPS	23,758
Repairman	4.0	TOTAL TRIPS	33,420
Foreman	1.0	FIXED	0
PCO Working Supervisor	2.0	FIXED	0
Parking Control Officer	27.0	TOTAL TRIPS	5,738
Sr. Projects Manager	1.0	FIXED	0

Human and Human Services

Figure C41 provides an inventory of the City's General Fund *Health and Human Services* expenditure factors used in the fiscal impact analysis. The table provides the departmental budget broken down into expenditure type, budget amount, projection methodology, and current level of service. As shown below in Figure C41 non-personnel *operating* expenditures are projected to increase with additional population growth within the City. Discussions with staff indicate many of the positions in this department are not likely to be impacted by additional development. However, School Nurses are projected to be impacted by additional school enrollment. Public Health Nurses are projected to increase with additional population growth.

Figure C41: Health and Human Services Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS			
Health and Human Services			
Expenditure Name	FY2015 Budget Amount	Project Using Which Demand Base?	LOS Std $ per Demand Unit
Salaries and Wages	$1,759,683	SEE BELOW	$0.00
Ordinary Maintenance	$160,330	POPULATION	$2.12
TOTAL	$1,920,013		
Health and Human Services STAFFING INPUT			
Category	FY2015 FTE Positions	Project Using Which Demand Base?	Estimated Service Capacity Per Position
Director of Health of Human Svcs	2.0	FIXED	0
Director of Commissions	1.0	FIXED	0
ADA Coordinator	1.0	FIXED	0
Administrative Assistant	1.0	FIXED	0
Public Health Nurse	2.0	POPULATION	27,145
School Nurse	17.0	TOTAL ENROLLMENT	270
Clinical Youth Specialist	1.0	FIXED	0
Sschool Nurse Leader	1.0	FIXED	0
Shape of Somerville Dir.	1.0	FIXED	0
Grants Administrator	1.0	FIXED	0
Director of Prevention Services	1.0	FIXED	0
SUS Coordinator	1.0	FIXED	0
Data Entry Clerk	1.0	FIXED	0
Hearing Vision Tester	1.0	FIXED	0
SCAP & Tobacco Control DIRECTOR	2.0	FIXED	0
Gay/Lesbian/Transgender	1.0	FIXED	0
Board of Health/Chair/Member	3.0	FIXED	0
Board of Health/Vision Tester	2.0	FIXED	0
	40.0		

Library

Figure C42 provides an inventory of the City's General Fund *Library* expenditure factors used in the fiscal impact analysis. The table provides the departmental budget broken down into expenditure type, budget amount, projection methodology, and current level of service. As shown below in Figure C42 non-personnel *operating* expenditures are projected to increase with additional population growth within the City. Discussions with staff indicate many of the positions in this department are not likely to be impacted by additional development. However, Librarians and Library Technicians are projected to increase with additional population growth.

Figure C42: Library Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS			
Libraries			
Expenditure Name	FY2015 Budget Amount	Project Using Which Demand Base?	LOS Std $ per Demand Unit
Salaries and Wages	$1,643,651	SEE BELOW	$0.00
Ordinary Maintenance	$321,000	POPULATION	$4.24
TOTAL	$1,964,651		
Libraries STAFFING INPUT			Estimated Service Capacity Per Position
Category	FY2015 FTE Positions	Project Using Which Demand Base?	
Library Director	1.0	FIXED	0
Administrative Assistant	1.0	FIXED	0
Branch Librarian	2.0	FIXED	0
Librarians	11.0	POPULATION	6,600
Library Technicians	13.0	POPULATION	5,619

Recreation

Figure C43 provides an inventory of the City's General Fund *Recreation* expenditure factors used in the fiscal impact analysis. The table provides the departmental budget broken down into expenditure type, budget amount, projection methodology, and current level of service. As shown below in Figure C43 non-personnel *operating* expenditures are projected to increase with additional population growth within the City. Discussions with staff indicate many of the positions in this department are not likely to be impacted by additional development. However, Outreach Coordinators are projected to increase with additional population growth.

Figure C43: Recreation Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS			
Recreation			
Expenditure Name	FY2015 Budget Amount	Project Using Which Demand Base?	LOS Std $ per Demand Unit
Salaries and Wages	$340,515	SEE BELOW	$0.00
Ordinary Maintenance	$211,125	POPULATION	$2.79
Part-Time Help	$240,000	POPULATION	$3.17
TOTAL	$791,640		
Recreation STAFFING INPUT			
Category	FY2015 FTE Positions	Project Using Which Demand Base?	Estimated Service Capacity Per Position
Recreation Superintendent	1.0	FIXED	0
Program Developer	1.0	FIXED	0
Outreach Coordinator	2.0	POPULATION	25,756
Administrative Assistant	1.0	FIXED	0

Public Works-Administration

Figure C44 provides an inventory of the City's General Fund *Public Works-Administration* expenditure factors used in the fiscal impact analysis. The table provides the departmental budget broken down into expenditure type, budget amount, projection methodology, and current level of service. As shown below in Figure C44 operating expenditures are assumed to increase with *general* growth in the City, represented by population and jobs.

Figure C44: DPW-Administration Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS			
DPW - Administration			
Expenditure Name	FY2015 Budget Amount	Project Using Which Demand Base?	LOS Std $ per Demand Unit
Salaries and Wages	$573,831	FIXED	$0.00
Ordinary Maintenance	$811,450	POP AND JOBS	$8.06
TOTAL	$1,385,281		

Public Works- Electrical

Figure C45 provides an inventory of the City's General Fund *Public Works-Electrical* expenditure factors used in the fiscal impact analysis. The table provides the departmental budget broken down into expenditure type, budget amount, projection methodology, and current level of service. As shown below in Figure C45 non-personnel *operating* expenditures are projected to increase with additional vehicle trips within the City. Discussions with staff indicate several of the positions in this department are not likely to be impacted by additional development. However, Signal Maintainers are projected to increase with additional additional vehicle trips within the City.

Figure C45: DPW-Electrical Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS			
DPW - Electrical			LOS Std
Expenditure Name	FY2015 Budget Amount	Project Using Which Demand Base?	$ per Demand Unit
Salaries and Wages	$291,079	FIXED	$0.00
Ordinary Maintenance	$229,000	TOTAL TRIPS	$1.44
TOTAL	$520,079		
DPW - Electrical STAFFING INPUT			Estimated Service Capacity
Category	FY2015 FTE Positions	Project Using Which Demand Base?	Per Position
PV Foreman	1.0	FIXED	0
Electrician	1.0	FIXED	0
Signal Maintainer	2.0	TOTAL TRIPS	55,701

Public Works-Engineering

Figure C46 provides an inventory of the City's General Fund *Public Works-Engineering* expenditure factors used in the fiscal impact analysis. The table provides the departmental budget broken down into expenditure type, budget amount, projection methodology, and current level of service. As shown below in Figure C46 operating expenditures are assumed to increase with *general* growth in the City, represented by population and jobs. Personnel are assumed to be fixed relative to new development.

Figure C46: DPW-Engineering Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS			
DPW - Engineering			LOS Std
Expenditure Name	FY2015 Budget Amount	Project Using Which Demand Base?	$ per Demand Unit
Salaries and Wages	$156,834	FIXED	$0.00
Ordinary Maintenance	$207,100	POP AND JOBS	$2.06
TOTAL	$363,934		

Public Works-Highways

Figure C47 provides an inventory of the City's General Fund *Public Works-Highways* expenditure factors used in the fiscal impact analysis. The table provides the departmental budget broken down into expenditure type, budget amount, projection methodology, and current level of service. As shown below in Figure C47 non-personnel *operating* expenditures are projected to increase with additional vehicle trips within the City. Discussions with staff indicate several of the positions in this department are not likely to be impacted by additional development. However, three positions are projected to increase with additional additional vehicle trips within the City.

Figure C47: DPW-Highway Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS			
DPW - Highway			LOS Std
Expenditure Name	FY2015 Budget Amount	Project Using Which Demand Base?	$ per Demand Unit
Salaries and Wages	$2,244,425	FIXED	$0.00
Ordinary Maintenance	$953,845	TOTAL TRIPS	$5.99
TOTAL	$3,198,270		
DPW - Highway STAFFING INPUT			Estimated Service Capacity Per Position
Category	FY2015 FTE Positions	Project Using Which Demand Base?	
Highway Superintendent	1.0	FIXED	0
Fleet Manager	1.0	FIXED	0
Yard Foreman	1.0	FIXED	0
Motor Equipment Foreman	1.0	FIXED	0
Waste Collection Inspector	3.0	FIXED	0
PW Laborer-Other	4.0	TOTAL TRIPS	33,023
Motor Equipment Repairman	3.0	TOTAL TRIPS	41,776
Public Works Laborer	18.0	TOTAL TRIPS	8,446
HMEO\PWL	1.0	FIXED	0
Temporary Laborer	1.0	FIXED	0
Watchman	1.0	FIXED	0

Public Works-Snow Removal

Figure C48 provides an inventory of the City's General Fund *Public Works-Snow Removal* expenditure factors used in the fiscal impact analysis. The table provides the departmental budget broken down into expenditure type, budget amount, projection methodology, and current level of service. As shown below in Figure C48 snow removal is provided on a contract basis. Since Boynton Yards and Union Square will be adding private streets, these expenditures are considered fixed in the fiscal impact analysis.

Figure C48: DPW-Snow Removal Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS			
Snow Removal			LOS Std
Expenditure Name	FY2015 Budget Amount	Project Using Which Demand Base?	$ per Demand Unit
Salaries and Wages	$0	FIXED	$0.00
Ordinary Maintenance	$0	FIXED	$0.00
Snow Removal	$900,000	FIXED	$0.00
Police Detail	$36,000	FIXED	$0.00
TOTAL	$936,000		

Public Works-Solid Waste

Figure C49 provides an inventory of the City's General Fund *Public Works-Solid Waste* expenditure factors used in the fiscal impact analysis. The table provides the departmental budget broken down into expenditure type, budget amount, projection methodology, and current level of service. As shown below in Figure C49 solid waste collection is provided to primarily residential properties and schools. Therefore, these expenditures are projected to increase with additional population growth.

Figure C49: Public Works-Solid Waste Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS			
Solid Waste			LOS Std
Expenditure Name	FY2015 Budget Amount	Project Using Which Demand Base?	$ per Demand Unit
Salaries and Wages	$0	FIXED	$0.00
Ordinary Maintenance	$4,607,000	POPULATION	$60.82

Public Works-Buildings and Grounds

Figure C50 provides an inventory of the City's General Fund *Public Works-Buildings and Grounds* expenditure factors used in the fiscal impact analysis. The table provides the departmental budget broken down into expenditure type, budget amount, projection methodology, and current level of service. As shown below in Figure C50 buildings and grounds expenditures are expected to increase with additional square footage of City building space.

Figure C50: Public Works-Buildings and Grounds Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS			
DPW - Buildings and Grounds			LOS Std
Expenditure Name	FY2015 Budget Amount	Project Using Which Demand Base?	$ per Demand Unit
Salaries and Wages	$2,072,503	FACILITY SF	$5.08
Ordinary Maintenance	$7,153,742	FACILITY SF	$17.53
TOTAL	$9,226,245		

Public Works-School Custodians

Figure C51 provides an inventory of the City's General Fund *Public Works-School Custodians* expenditure factors used in the fiscal impact analysis. The table provides the departmental budget broken down into expenditure type, budget amount, projection methodology, and current level of service. As shown below in Figure C51 non-personnel *operating* expenditures are projected to increase with additional school building square footage. Discussions with staff indicate many of the positions in this department

are not likely to be impacted by additional development. However, Jr. Building Custodians are projected to increase with additional additional vehicle trips within the City.

Figure C51: DPW-School Custodians Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS			
School Custodians			LOS Std
Expenditure Name	FY2015 Budget Amount	Project Using Which Demand Base?	$ per Demand Unit
Salaries and Wages	$1,697,651	SEE BELOW	$0.00
Ordinary Maintenance	$854,000	SCHOOL SF	$0.66
TOTAL	$2,551,651		
School Custodians STAFFING INPUT			Estimated Service
Category	FY2015 FTE Positions	Project Using Which Demand Base?	Capacity Per Position
Facilities Supervisor	1.0	FIXED	0
Asst. Super of Night Constodians	1.0	FIXED	0
Sr. Custodian 1	2.0	FIXED	0
Sr. Custodian 2	5.0	FIXED	0
Jr. Bldg Custodian	23.0	SCHOOL SF	54,301

Public Works-Weights and Measures

Figure C52 provides an inventory of the City's General Fund *Public Works-Weights and Measures and Grounds* expenditure factors used in the fiscal impact analysis. The table provides the departmental budget broken down into expenditure type, budget amount, projection methodology, and current level of service. As shown below in Figure C52 weights and measures expenditures are assumed to be fixed relative to new growth.

Figure C52: Public Works-Weights and Measures Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS			
Weights and Measures			LOS Std
Expenditure Name	FY2015 Budget Amount	Project Using Which Demand Base?	$ per Demand Unit
Salaries and Wages	$119,554	FIXED	$0.00
Ordinary Maintenance	$2,790	FIXED	$0.00

School Committee

Figure C53 provides an inventory of the City's General Fund *School Committee* expenditure factors used in the fiscal impact analysis. The table provides the departmental budget broken down into expenditure type, budget amount, projection methodology, and current level of service. As shown below in Figure C53 expenditures for the School Committee are assumed to be fixed relative to new growth.

Figure C53: School Committee Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS			
School Committee			LOS Std
Expenditure Name	FY2015 Budget Amount	Project Using Which Demand Base?	$ per Demand Unit
Staff	$73,549	FIXED	$0.00
Services	$13,400	FIXED	$0.00
Supplies	$2,100	FIXED	$0.00
Other	$200	FIXED	$0.00
Equipment		FIXED	$0.00
TOTAL	$89,249		

School Administration

Figure C54 provides an inventory of the City's General Fund *School Administration* expenditure factors used in the fiscal impact analysis. The table provides the departmental budget broken down into expenditure type, budget amount, projection methodology, and current level of service. As shown below in Figure C54 non-personnel expenditures are expected to increase with additional enrollment.

Figure C54: School Administration Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS			
School Administration			LOS Std
Expenditure Name	FY2015 Budget Amount	Project Using Which Demand Base?	$ per Demand Unit
Staff	$1,291,348	FIXED	$0.00
Services	$280,500	TOTAL ENROLLMENT	$58.65
Supplies	$51,672	TOTAL ENROLLMENT	$10.80
Other	$47,900	TOTAL ENROLLMENT	$10.01
TOTAL	$1,671,420		

Curriculum

Figure C55 provides an inventory of the City's General Fund *Curriculum* expenditure factors used in the fiscal impact analysis. The table provides the departmental budget broken down into expenditure type, budget amount, projection methodology, and current level of service. As shown below in Figure C55 non-personnel expenditures are expected to increase with additional enrollment.

Figure C55: Curriculum Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS			
Curriculum			LOS Std
Expenditure Name	FY2015 Budget Amount	Project Using Which Demand Base?	$ per Demand Unit
Staff	$1,404,923	FIXED	$0.00
Services	$212,300	TOTAL ENROLLMENT	$44.39
Supplies	$199,304	TOTAL ENROLLMENT	$41.67
Other	$16,200	TOTAL ENROLLMENT	$3.39
Equipment	$0	FIXED	$0.00
TOTAL	$1,832,727		

Student Services

Figure C56 provides an inventory of the City's General Fund *Student Services* expenditure factors used in the fiscal impact analysis. The table provides the departmental budget broken down into expenditure type, budget amount, projection methodology, and current level of service. As shown below in Figure C56 non-personnel expenditures are expected to increase with additional enrollment.

Figure C56: Student Services Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS			
Student Services			
Expenditure Name	FY2015 Budget Amount	Project Using Which Demand Base?	LOS Std $ per Demand Unit
Staff	$482,868	FIXED	$0.00
Services	$724,280	TOTAL ENROLLMENT	$151.43
Supplies	$34,600	TOTAL ENROLLMENT	$7.23
Other	$900	TOTAL ENROLLMENT	$0.19
TOTAL	$1,242,648		

Technology

Figure C57 provides an inventory of the City's General Fund *Technology* expenditure factors used in the fiscal impact analysis. The table provides the departmental budget broken down into expenditure type, budget amount, projection methodology, and current level of service. As shown below in Figure C57 non-personnel expenditures are expected to increase with additional enrollment.

Figure C57: Technology Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS			
Technology			
Expenditure Name	FY2015 Budget Amount	Project Using Which Demand Base?	LOS Std $ per Demand Unit
Staff	$460,768	FIXED	$0.00
Services	$75,300	TOTAL ENROLLMENT	$15.74
Supplies	$398,840	TOTAL ENROLLMENT	$83.39
Other	$2,360	TOTAL ENROLLMENT	$0.49
TOTAL	$937,268		

Facilities

Figure C58 provides an inventory of the City's General Fund *Facilities* expenditure factors used in the fiscal impact analysis. The table provides the departmental budget broken down into expenditure type, budget amount, projection methodology, and current level of service. As shown below in Figure C58 non-personnel expenditures are expected to increase with additional square footage of school space.

Figure C58: Facilities Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS			
Facilities			LOS Std
Expenditure Name	FY2015 Budget Amount	Project Using Which Demand Base?	$ per Demand Unit
Staff	$263,000	FIXED	$0.00
Services	$5,500	SCHOOL SF	$0.00
Supplies	$185,453	SCHOOL SF	$0.14
Other	$64,000	SCHOOL SF	$0.05
TOTAL	$517,953		

PK-12 Programs

Figure C59 provides an inventory of the City's General Fund *PK-12 Programs* expenditure factors used in the fiscal impact analysis. The table provides the departmental budget broken down into expenditure type, budget amount, projection methodology, and current level of service. As shown below in Figure C59 non-personnel expenditures are expected to increase with additional enrollment.

Figure C59: PK-12 Programs Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS			
PK-12 Programs	Early Childhood School Day Programs & Readi		LOS Std
Expenditure Name	FY2015 Budget Amount	Project Using Which Demand Base?	$ per Demand Unit
Staff	$0	FIXED	$0.00
Services	$416,258	K-8 ENROLLMENT	$119.61
TOTAL	$416,258		

District Programs

Figure C60 provides an inventory of the City's General Fund *District Programs* expenditure factors used in the fiscal impact analysis. The table provides the departmental budget broken down into expenditure type, budget amount, projection methodology, and current level of service. As shown below in Figure C60 non-personnel expenditures are expected to increase with additional enrollment.

Figure C60: PK-12 Programs Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS			
District Programs			
Expenditure Name	FY2015 Budget Amount	Project Using Which Demand Base?	LOS Std $ per Demand Unit
Staff	$4,374,763	FIXED	$0.00
Services	$314,000	TOTAL ENROLLMENT	$65.65
Supplies	$0	FIXED	$0.00
Other	$230,000	TOTAL ENROLLMENT	$48.09
TOTAL	$4,918,763		

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CAPITAL EXPENDITURES

General Government

According to conversations with City staff, there will be no construction of additional general government space as a result of Union Square or Boynton Yards.

Police

As documented elsewhere in this report, additional Police space will be needed as a result of demolition of the existing facility in Union Square. It is assumed this space will be leased, so it appears as an operating cost to the Police Department. The need for additional Police vehicles will be generated as new Police officers are hired by the fiscal impact model. The cost of these vehicles is assumed to be $35,000, with a two-year useful life.

Parks and Recreation

There are no assumed Parks and Recreation costs resulting from Union Square and Boynton Yards. Conversations with City staff indicate there is little room in the City for community park expansion. Green space associated with Union Square and Boynton Yards is assumed to be adequate to offset additional park needs.

Road/Streetscape

City staff provided cost assumptions for required streetscape improvements necessary for Union Square and Boynton Yards. The estimated cost for Union Square is $25 million. The estimated cost for Boynton Yards is $18.8 million. It is assumed these costs are incurred in year one through the issuance of a 15-year bond, with an interest rate of 2.5 percent.

Public Utilities

City staff provided cost assumptions for required public utility improvements necessary for Union Square and Boynton Yards. The estimated cost for Union Square is $35 million. The estimated cost for Boynton Yards is $21.2 million. The recently received $3,340,000 in grant revenue to offset these costs. It is assumed these costs are incurred in year one through the issuance of a 30-year bond, with an interest rate of 4.0 percent.

Fire

As documented elsewhere in this report, additional Fire Station space will be needed as a result of demolition of the existing facility in Union Square. City staff providing a cost estimate of $21 million. It is assumed these costs are incurred in year one through the issuance of a 20-year bond, with an interest rate of 2.0 percent.

Schools

It was decided with City and School District staff, that an average cost per student seat would be used to estimate impacts on school facilities. A primary reason for this approach is that it has not been determined if additional capacity needs would be provided through a new school or additions to existing schools. Additional enrollment was projected using pupil generation rates calculated by TischlerBise, using the most recent US Census Bureau Public Use Microsample Data. The assumptions for multifamily units are highlighted in the shaded text.

Figure C61: Pupil Generation Rates

Somerville Public School Students Per Housing Unit

K to 8 Students	)-2 Bdrms	3 Bdrms	4 Bdrms	5+ Bdrms	Wt Avg
Single Unit	0.08	0.14	0.26	0.30	0.15
2+ Units	0.06	0.16	0.24	0.00	0.092

9 to 12 Students	)-2 Bdrms	3 Bdrms	4 Bdrms	5+ Bdrms	Wt Avg
Single Unit	0.00	0.09	0.01	0.23	0.05
2+ Units	0.02	0.08	0.02	0.00	0.036

Total Students Per Housing	)-2 Bdrms	3 Bdrms	4 Bdrms	5+ Bdrms	Wt Avg
Single Unit	0.08	0.23	0.28	0.53	0.20
2+ Units	0.08	0.25	0.26	0.00	0.13

Source: TischlerBise estimates for Somerville using
Census Bureau, 1-Year 2013 5% Public Use Microdata Sample
for Massachusetts PUMA 00507 (calibrated to Somerville enrollment and 2013 ACS housing unit estimate).

The assumed capital cost per student seat for a K-8 school was estimated at $18,462. This is based on a cost per school of $21,488,000 divided by capacity of 650. The assumed capital cost per student seat for a high school was estimated at $52,045. This is based on a cost per school of $57,2500,000 divided by capacity of 1,100.

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